

*February 20, 2014*

# Fiscal Years 2015-2017

## Town of Westford Budget



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## **BOARD OF SELECTMEN FISCAL YEAR 2015 BUDGET POLICY DIRECTION**

The Town Manager will prepare the FY15 operating budget and a three year projection of expenses and revenue. The FY15 budget should:

- Fund all debt obligations first
- Satisfy existing and anticipated future contractual and mandated obligations. Develop a plan to fund OPEB.
- Maintain minimum recommended reserves at 5% of the operating budget.
- Attempt to maintain services at current levels. If anticipated FY15 revenue and excess free cash, if any, is insufficient for that purpose, then identify options for specific expense reductions and/or new revenue sources to balance expenses with funding.
- Allocate \$1.5M for capital expenses, from Free Cash if possible, in keeping with past practice. If less than \$1.5M is recommended for capital expenses in FY15, then the difference should be added to the capital reserve for anticipated future costs related to town facility and road needs. This amount may be reduced if needed to maintain current personnel. Total bond payments (for both excluded and non-excluded debt) should be kept in the vicinity of the current level of about 7% of the operating budget.
- Any new proposed ongoing positions (funding for associated benefits included) or expenses must be accompanied by corresponding ongoing expense reductions or by new recurring revenue, so that the merits of the trade-offs may be evaluated to determine whether or not to move forward with the new position or expense.
- In the event that the above conditions are met and there are available funds remain, the Town Manager will meet with department heads and the Superintendent of Schools to identify and prioritize unfilled departmental needs, and make a recommendation to the Board of Selectmen, Finance Committee, and School Committee.

## Budget Summary

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2014 % INC/DEC
<b>APPROPRIATION SUMMARY</b>							
GENERAL GOVERNMENT	3,367,994.19	3,861,418.00	4,378,141.00	4,373,941.00	4,693,896.00	5,052,399.00	13.27%
PUBLIC SAFETY	7,881,450.76	8,338,302.00	8,521,217.00	8,521,217.00	8,604,761.00	8,610,512.00	2.19%
EDUCATION	47,914,987.98	49,954,868.00	52,066,340.00	52,066,340.00	54,320,090.00	55,997,186.00	4.23%
PUBLIC WORKS	4,505,722.55	4,250,327.00	4,578,866.00	4,566,712.00	4,578,323.00	4,622,308.00	7.44%
HEALTH & HUMAN SERVICES	930,706.05	990,923.00	1,067,434.00	1,066,934.00	1,099,510.00	1,109,953.00	7.67%
CULTURE & RECREATION	1,734,190.43	1,815,105.00	1,854,854.00	1,854,854.00	1,884,897.00	1,897,474.00	2.19%
DEBT SERVICE	7,405,063.70	7,390,355.00	6,913,278.30	6,913,279.00	6,758,207.28	6,578,451.30	-6.46%
UNCLASSIFIED	12,302,062.59	14,732,241.00	14,631,788.00	14,631,788.00	16,359,475.00	18,090,397.00	-0.68%
RESERVE FUND TRANSFERS TO CAPITAL	-	-	-	-	-	-	
COMMUNITY PRESERVATION FUND	882,922.92	889,861.00	887,023.00	887,023.00	885,610.00	884,528.00	-0.32%
WATER ENTERPRISE FUND	3,095,727.99	3,940,614.00	4,774,205.00	4,774,205.00	4,287,157.00	4,300,215.00	21.15%
RECREATION ENTERPRISE FUND	1,141,805.53	1,217,724.00	1,262,073.00	1,262,073.00	1,284,594.00	1,292,107.00	3.64%
AMBULANCE ENTERPRISE FUND	920,455.65	1,053,441.00	1,132,423.00	1,132,023.00	1,143,351.00	1,151,829.00	7.46%
<b>TOTAL ARTICLE</b>	<b>92,083,090.34</b>	<b>98,435,179.00</b>	<b>102,067,642.30</b>	<b>102,050,389.00</b>	<b>105,899,871.28</b>	<b>109,587,359.30</b>	<b>3.67%</b>

## Operating Budget

### General Government

#### 122 Selectmen

##### **Mission Statement:**

The Board of Selectmen is committed to ensuring the safety and well-being of our citizens, providing a high quality education for our children, managing growth, maintaining the town infrastructure, and protecting the town's valued environmental and historic resources, all in a fiscally responsible manner. The board will provide open and honest leadership, promote citizen participation, and support and encourage our town employees and volunteers. The board will always act in the best interest of the Town.

**Goals:** The Selectmen approved the following Board of Selectmen/Town Manager Goals on September 10, 2013:

1. Adhere to Board of Selectmen Fiscal Year 2015 Budget Policy Direction.
2. Support town management staff in the streamlining and simplifying of town operations and functions to ensure the best use of staff, reduced costs, and efficiencies in allocation of town resources, while maintaining the quality of services to the public. Encourage staff to suggest ways to reduce or control expenses and publicly recognize these efforts when results are achieved.
3. Continue to monitor health insurance benefits and identify ways to control costs.
4. Support the Permanent Town Building Committee's recommendation to conduct a comprehensive review of the maintenance and capital needs for our municipal facilities, including the development of a facility condition index, and the production of 10-year facilities maintenance capital plan. Present a bundled capital bond to address these long-term needs to town meeting.
5. Work with the Permanent Town Building Committee on the proposed Center Fire Station and develop a plan for the reuse of the existing Center Fire Station.
6. Manage the perchlorate issue to protect our water supply resources, while minimizing the expense to the town. Continue to seek DEP permission to discontinue perchlorate treatment filtering at the Nutting Road treatment plant.

7. Be available to assist the owner of 12 North Main Street with an application for Brownfields grants to help with the cleanup of contamination. Work with state agencies to protect our public water supply at this location. Investigate possibilities for productive reuse of the site.
8. Work with the Police Chief, School Superintendent, and town staff to improve the level of safety and security in our town and school facilities, and provide recommendations and guidance to Westford Public Housing Authority for their facilities.
9. Comply with requirements to become a Green Community, as recommended by the Energy Committee and supported by the Board of Selectmen, including establishing an energy reduction plan, adopting a municipal vehicle fuel efficiency policy, and recommending Special Town Meeting adopt the required “Stretch Code”.
10. Identify surplus town equipment and property, such as the old Graniteville fire station, to sell for additional revenue and reduce the expense of maintenance.
11. Assist and support the Agricultural Commission with becoming more actively involved in agricultural projects in the community, such as Community Gardens, Farmers Markets, and Agricultural Restrictions. Investigate the possibility of leasing town land to farmers and residents to generate additional revenue.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
BUILDING MAINTENANCE		-	-	-	-	-	
CONTRACTUAL CLERICAL SERVI	5,425.00	6,300.00	6,300.00	6,300.00	6,300.00	6,300.00	0.00%
ENGINEERING SERVICES	8,110.00	-	-	-	-	-	
ADVERTISING-LEGAL	845.50	500.00	500.00	500.00	500.00	500.00	0.00%
OTHER CHARGES AND EXPENSES	4,991.68	3,500.00	2,500.00	2,500.00	2,500.00	2,500.00	-28.57%
MEETINGS & CONFERENCES	1,050.32	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
DUES & MEMBERSHIPS	2,674.00	2,700.00	2,741.00	2,741.00	2,782.00	2,824.00	1.52%
NMCOG MEMBERSHIP	5,838.97	5,806.00	6,135.00	6,135.00	6,289.00	6,447.00	5.67%
COMMUNITY INITIATIVES		-	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
ENCUMBRANCES	175.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>29,110.47</b>	<b>19,806.00</b>	<b>25,176.00</b>	<b>25,176.00</b>	<b>25,371.00</b>	<b>25,571.00</b>	<b>27.11%</b>
<b>DEPARTMENT TOTAL</b>	<b>29,110.47</b>	<b>19,806.00</b>	<b>25,176.00</b>	<b>25,176.00</b>	<b>25,371.00</b>	<b>25,571.00</b>	<b>27.11%</b>

### Description of Changes:

A new line item called Community Initiatives was established to fund projects such as pedestrian safety equipment and other expenses related to established goals. The other charges and expenses line item had been used in the past to fund Tax Possession Sales Committee expenses and community initiatives such as a radar speed sign and in-street warning signs for pedestrian crosswalks. This line item was reduced with the creation of the new Community Initiatives line item.



**Programs & Services:**

The Board of Selectmen are the chief policy making officials of the town and are responsible for the enforcement of all town bylaws and regulations. The Board of Selectmen appoint the following people and committees according to the Charter explicit language:

- **Town Manager**
- **Town Counsel**
- **Conservation Commission**
- **Board of Appeals**

**Elected Board of Selectmen:**

Andrea Peraner-Sweet, Chair

Jim Sullivan, Vice Chair

Scott Hazelton, Clerk

Kelly Ross

Valerie A. Wormell

Additionally, in accordance with general language in the Charter, the Selectmen appoint the following:

- **Cable TV Advisory Committee**
- **Community Teamwork, Inc. Representative**
- **Council on Aging**
- **Permanent Town Building Committee**
- **Historical Commission**
- **Lowell Regional Transportation Authority Representative**
- **Northern Middlesex Council of Government (Selectman Representative)**
- **Any ad hoc committees required to carry out the responsibilities of the Selectmen which are not delegated to the Town Manager for appointment (for example, the Highway Garage Siting Committee)**

**123 Town Manager****Mission Statement:**

The town manager's office is committed to being responsive, ethical, and transparent while providing quality, innovative and effective service to all town departments, federal and state agencies, the business community, and our residents at large. We foster and promote effective working relationships with all town employees, boards, committees, and commissions. We are committed to annually presenting a fiscally responsible operating budget that accomplishes the goals of the Board of Selectmen.

**Goals:** The Selectmen approved the following Board of Selectmen/Town Manager Goals on September 10, 2013:

1. Adhere to Board of Selectmen Fiscal Year 2015 Budget Policy Direction.
2. Support town management staff in the streamlining and simplifying of town operations and functions to ensure the best use of staff, reduced costs, and efficiencies in allocation of town resources, while maintaining the quality of services to the public. Encourage staff to suggest ways to reduce or control expenses and publicly recognize these efforts when results are achieved.
3. Continue to monitor health insurance benefits and identify ways to control costs.
4. Support the Permanent Town Building Committee's recommendation to conduct a comprehensive review of the maintenance and capital needs for our municipal facilities, including the development of a facility condition index, and the production of 10-year facilities maintenance capital plan. Present a bundled capital bond to address these long-term needs to town meeting.
5. Work with the Permanent Town Building Committee on the proposed Center Fire Station and develop a plan for the reuse of the existing Center Fire Station.
6. Manage the perchlorate issue to protect our water supply resources, while minimizing the expense to the town. Continue to seek DEP permission to discontinue perchlorate treatment filtering at the Nutting Road treatment plant.
7. Be available to assist the owner of 12 North Main Street with an application for Brownfields grants to help with the cleanup of contamination. Work with state agencies to protect our public water supply at this location. Investigate possibilities for productive reuse of the site.
8. Work with the Police Chief, School Superintendent, and town staff to improve the level of safety and security in our town and school facilities, and provide recommendations and guidance to Westford Public Housing Authority for their facilities.

9. Comply with requirements to become a Green Community, as recommended by the Energy Committee and supported by the Board of Selectmen, including establishing an energy reduction plan, adopting a municipal vehicle fuel efficiency policy, and recommending Special Town Meeting adopt the required “Stretch Code”.
10. Identify surplus town equipment and property, such as the old Graniteville fire station, to sell for additional revenue and reduce the expense of maintenance.
11. Assist and support the Agricultural Commission with becoming more actively involved in agricultural projects in the community, such as Community Gardens, Farmers Markets, and Agricultural Restrictions. Investigate the possibility of leasing town land to farmers and residents to generate additional revenue.

**Description of Changes:**

- The Contracted Services line item is used for technical assistance and consulting such as energy consultants.

**Programs & Services:**

The town manager is the chief administrative officer of the town, and acts as the agent for the Board of Selectmen, ensuring the proper operation of town affairs under the policy direction of the board. The town manager supervises, directs and is responsible for the efficient administration of all officers appointed by her, and their respective departments, and of all functions for which she is given responsibility by the Charter, town meeting, or by vote of the board.

The town manager appoints all department heads and officers, subordinates, and employees under her direct supervision; and officers, subordinates and employees for whom no other method of selection is provided in the Charter, except employees of the school department and persons serving under officers, boards, commissions and committees elected directly by the voters of the town.

The town manager appoints the Affordable Housing Committee, Council on Aging, Board of Assessors, Capital Planning Committee, Board of Cemetery Commissioners, Parkerville Schoolhouse Committee, Parks and Recreation Commission, Records and Archives Committee, Recycling Commission, Town Forest Committee, TREAD Committee, and Board of Water Commissioners. The town manager is the appointing authority for the police and fire chiefs, subject to the confirmation of the Board of Selectmen; and after consultation with the police or fire chief, appoints all employees of their respective departments, except for their clerical and maintenance employees.

The financial management responsibilities of the town manager include preparing and submitting an annual operating and capital budget for all town departments. The town manager ensures complete records of the financial and administrative activity of the town are maintained, approves warrants for payments of town funds prepared by the accountant, and is responsible for the purchase of all supplies, materials, and equipment, except for the school department and library. The town manager approves the award of all contracts for all town departments (with the exception of the school department and library) subject to approval of the Board of Selectmen. The town manager keeps the Board of Selectmen and Finance Committee fully informed as to the financial condition of the town, and consults with the Finance Committee to make recommendations to the board, and to other elected and appointed officials as necessary.

The personnel management responsibilities of the town manager include administering and adopting, in consultation with the Personnel Advisory Committee, personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all municipal employees. The town manager administers all collective bargaining agreements, except for school department agreements, entered into by the town. The town manager fixes compensation of all town employees and officers appointed by her, within the limits established by appropriation and any applicable compensation plan or collective bargaining agreements. The town manager is responsible for the negotiation of all contracts with town employees over wages, and other terms and conditions of employment, except the employees of the school department and the library director and assistant library director, with these contracts subject to the approval by the Board of Selectmen.

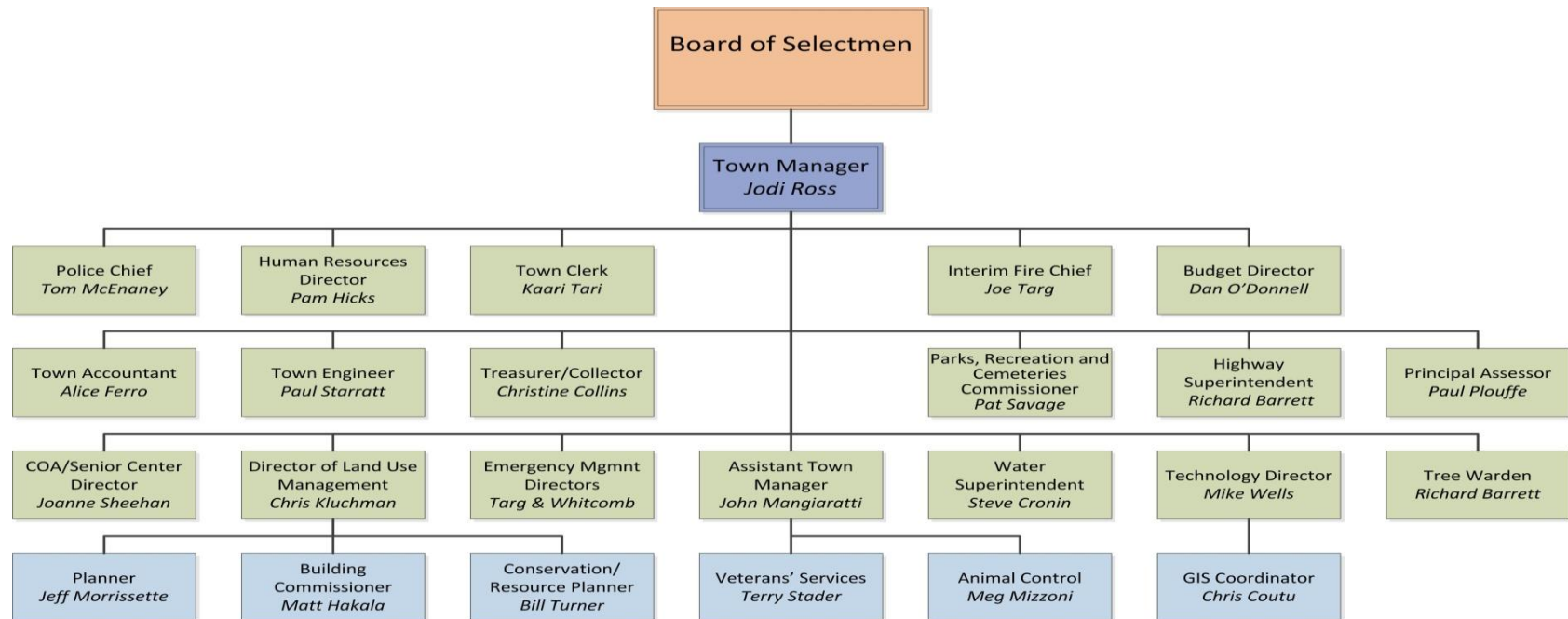
This description above is summarized from the 1989 Act Establishing a Board of Selectmen-Town Manager Form of Administration in the Town of Westford. The full version may be viewed online at:

[www.westfordma.gov/Pages/OnlineServices/Documents/Bylaws/Town\\_charter.pdf](http://www.westfordma.gov/Pages/OnlineServices/Documents/Bylaws/Town_charter.pdf).

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN MANAGER	143,642.39	151,665.00	154,697.00	154,697.00	158,565.00	158,565.00	2.00%
ASSISTANT TOWN MANAGER	87,000.16	91,334.00	94,786.00	94,786.00	97,156.00	97,156.00	3.78%
ADMINISTRATIVE ASSISTANT	55,294.00	57,091.00	58,233.00	58,233.00	59,917.00	59,688.00	2.00%
ADMINISTRATIVE ASSISTANT (PT)	7,270.88	7,878.00	8,116.00	8,116.00	8,390.00	8,608.00	3.02%
SECRETARY (VACATION/SICK CO'	2,055.48	3,800.00	5,284.00	5,284.00	5,416.00	5,416.00	39.05%
LONGEVITY	1,250.00	1,750.00	2,000.00	2,000.00	2,250.00	2,250.00	14.29%
ANNUITY CONTRIBUTION	2,500.00	-	-	-	-	-	
LIFE INSURANCE / LONG TERM DI	3,607.08	3,700.00	3,800.00	3,800.00	3,800.00	3,800.00	2.70%
<b>CATEGORY TOTAL</b>	<b>302,619.99</b>	<b>317,218.00</b>	<b>326,916.00</b>	<b>326,916.00</b>	<b>335,494.00</b>	<b>335,483.00</b>	<b>3.06%</b>
<b>EXPENSES</b>							
ELECTRICITY	1,317.21	-	-	-	-	-	
HEATING FUEL	1,565.16	-	-	-	-	-	
MANAGEMENT PERFORMANCE TF	5,450.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
CONTRACTED SERVICES	9,025.89	7,500.00	6,000.00	6,000.00	6,000.00	6,000.00	-20.00%
POSTAGE	-	150.00	-	-	-	-	-100.00%
ADVERTISING-LEGAL	-	600.00	600.00	600.00	600.00	600.00	0.00%
OFFICE SUPPLIES	731.83	1,300.00	1,000.00	1,000.00	1,000.00	1,000.00	-23.08%
FORMS/PRINTING	3,365.69	2,000.00	3,900.00	3,900.00	4,000.00	4,100.00	95.00%
BOOKS & SUBSCRIPTIONS	100.95	80.00	120.00	120.00	120.00	120.00	50.00%
TRAVEL - MILEAGE	5,040.00	5,090.00	5,090.00	5,090.00	5,090.00	5,090.00	0.00%
MEETINGS & CONFERENCES	1,310.81	3,950.00	3,950.00	3,950.00	3,950.00	3,950.00	0.00%
DUES AND MEMBERSHIPS	1,565.10	2,588.00	2,900.00	2,900.00	3,000.00	3,100.00	12.06%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>29,472.64</b>	<b>33,258.00</b>	<b>33,560.00</b>	<b>33,560.00</b>	<b>33,760.00</b>	<b>33,960.00</b>	<b>0.91%</b>
<b>DEPARTMENT TOTAL</b>	<b>332,092.63</b>	<b>350,476.00</b>	<b>360,476.00</b>	<b>360,476.00</b>	<b>369,254.00</b>	<b>369,443.00</b>	<b>2.85%</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Life Insurance	Total
Town Manager	1.0	EXEM	154,697.00	500.00	3,800.00	158,997.00
Assistant Town Manager	1.0	EXEM	94,786.00	500.00		95,286.00
Administrative Assistant	1.0	NON	58,233.00	1,000.00		59,233.00
Administrative Assistant	0.2	CWA	8,116.00			8,116.00
Administrative Secretary	0.3	NON	5,284.00			5,284.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>321,116.00</b>	<b>2,000.00</b>	<b>3,800.00</b>	<b>326,916.00</b>



**131 Finance Committee**

**Mission Statement:** The Finance Committee's mission is to make recommendations on all financial matters, including the budget, to Town Meeting. The Finance Committee has oversight responsibility for all municipal financial matters, as well as other statutory authority granted to them by town bylaw.

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>EXPENSES</b>							
PRINTING/POSTAGE SERVICES	3,875.90	6,100.00	6,100.00	6,100.00	6,300.00	6,500.00	0.00%
OTHER PURCHASED SERVICES	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
MEETINGS & CONFERENCES	85.00	165.00	165.00	165.00	165.00	165.00	0.00%
DUES & MEMBERSHIPS	268.00	348.00	348.00	348.00	348.00	348.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>7,728.90</b>	<b>10,113.00</b>	<b>10,113.00</b>	<b>10,113.00</b>	<b>10,313.00</b>	<b>10,513.00</b>	<b>0.00%</b>
<b>RESERVE FUND</b>	<b>241,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>0.00%</b>
TRANSFERS OUT	(214,732.25)	(9,000.00)	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>26,267.75</b>	<b>182,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	
<b>DEPARTMENT TOTAL</b>	<b>33,996.65</b>	<b>192,113.00</b>	<b>201,113.00</b>	<b>201,113.00</b>	<b>201,313.00</b>	<b>201,513.00</b>	

**Description of Changes:** The Finance Committee is presenting a level funded budget for Fiscal Year 2015. The printing and postage costs are to pay for the Annual Westford Finance Committee Report and Recommendations which are mailed out to all residents prior to the Annual Town Meeting.

**Programs & Services:**

The Finance Committee is responsible for conducting public meetings prior to Annual and Special Towns Meetings in order to make recommendations on the finance-related warrant articles. The committee produces an annual report that publishes their recommendation on the finance-related articles. The Finance Committee also manages the Town's reserve fund and can appropriate

money for unforeseen and extraordinary events. The Finance Committee is composed of nine members. Each serves a three year term. Finance Committee members are appointed by the Town Moderator.

**Other Metrics:**

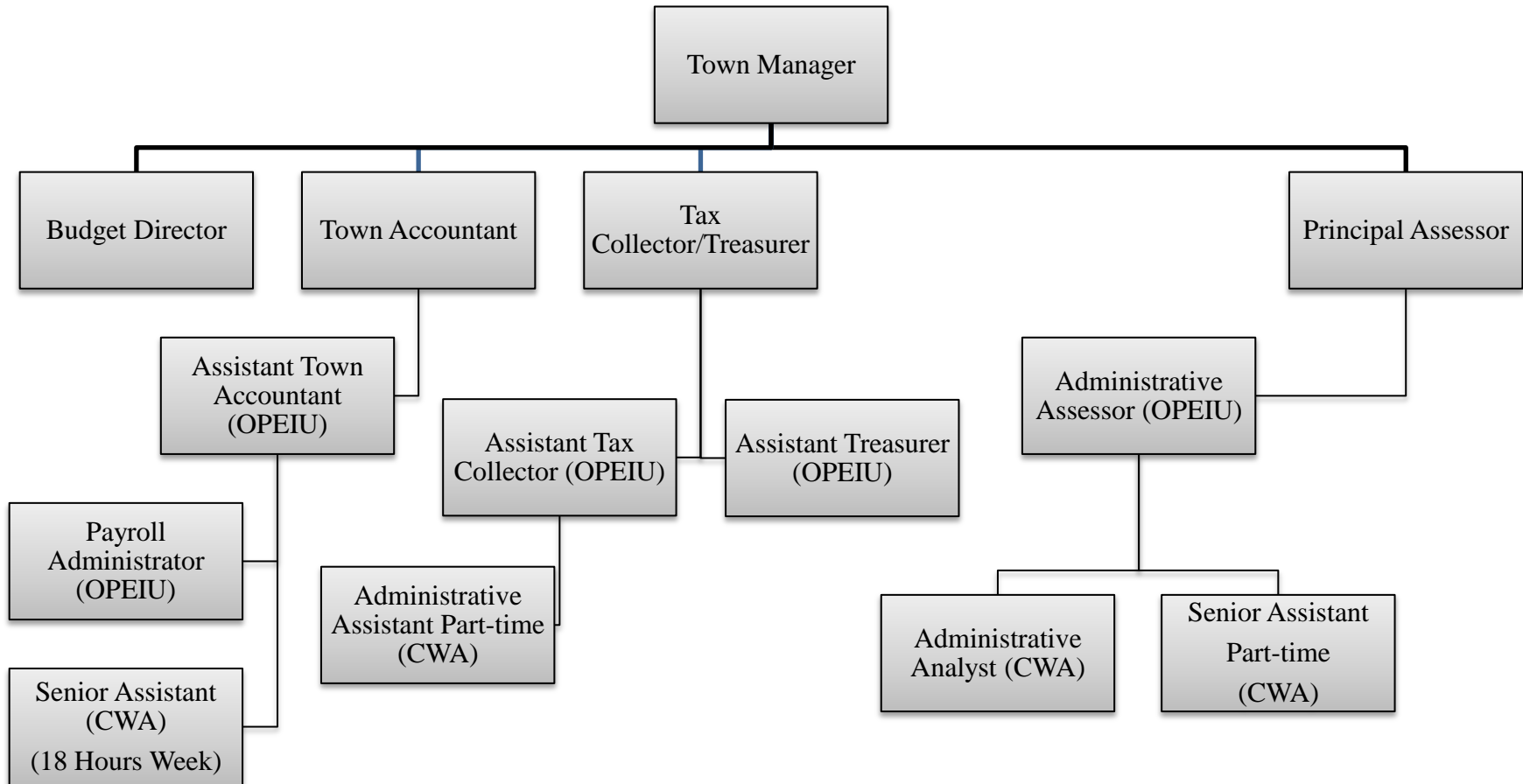
This is a link to the 2013 Finance Committee Report & Recommendations

[http://westfordma.gov/pages/government/westfordma\\_townmeeting/documents/2013atm/2013ATMFINCOMBOOK.pdf](http://westfordma.gov/pages/government/westfordma_townmeeting/documents/2013atm/2013ATMFINCOMBOOK.pdf)

**Reserve Fund Transfers for Fiscal Year 2014 as of November 12, 2013**

Date	Transaction	Amount	Balance	Comment
March 23, 2013	Annual Appropriation	\$191,000.00	\$191,000.00	
August 8, 2013	Library Heat Pump	(\$9,000.00)	\$182,000.00	Heat pump #10 of 13 to be replaced since 2005



**Finance Department 2014**

**135 Town Accountant**

**Mission Statement:** The mission of the Town Accountant is to oversee and process payroll and accounts payable in a timely and accurate manner and provide financial reporting services for the town in accordance with General Accepted Accounting Principles (GAAP), Uniform Municipal Accounting System (UMAS), town policies and town by-laws. Through strict internal controls and to ensure accuracy, we strive to maintain a constant and diligent effort to review, audit, prepare and proof every transaction before final processing.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN ACCOUNTANT	84,674.65	85,522.00	87,232.00	87,232.00	89,413.00	89,413.00	2.00%
ASSISTANT TOWN ACCOUNTANT	53,547.05	55,097.00	56,475.00	56,475.00	58,108.00	59,333.00	2.50%
PAYROLL ADMINISTRATOR	58,080.88	60,287.00	62,337.00	62,337.00	62,576.00	62,337.00	3.40%
ADMINISTRATIVE ASSISTANT	22,711.62	22,567.00	22,567.00	22,567.00	22,654.00	22,567.00	0.00%
LONGEVITY	1,740.00	1,740.00	1,740.00	1,740.00	1,860.00	2,860.00	0.00%
<b>CATEGORY TOTAL</b>	<b>220,754.20</b>	<b>225,213.00</b>	<b>230,351.00</b>	<b>230,351.00</b>	<b>234,611.00</b>	<b>236,510.00</b>	<b>2.28%</b>
<b>EXPENSES</b>							
ACCOUNTING & AUDITING SERVICE	37,400.00	31,000.00	39,800.00	39,800.00	31,000.00	39,800.00	28.39%
OFFICE SUPPLIES	1,136.44	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
FORMS/PRINTING	50.96	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
MEETINGS & CONFERENCES	1,480.26	2,100.00	2,100.00	2,100.00	2,100.00	2,100.00	0.00%
DUES AND MEMBERSHIPS	160.00	160.00	160.00	160.00	160.00	160.00	0.00%
ENCUMBRANCES	958.24	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>41,185.90</b>	<b>36,360.00</b>	<b>45,160.00</b>	<b>45,160.00</b>	<b>36,360.00</b>	<b>45,160.00</b>	<b>24.20%</b>
<b>DEPARTMENT TOTAL</b>	<b>261,940.10</b>	<b>261,573.00</b>	<b>275,511.00</b>	<b>275,511.00</b>	<b>270,971.00</b>	<b>281,670.00</b>	<b>5.33%</b>

**Goals:**

- To continue the development of financial policies to comply with GASB reporting updates and requirements.
- To continue to ensure the accuracy and timeliness of all financial records, processing and reporting.

**Description of Changes:**

Personal services increased by 2.28% due to union step increases and a COLA of 2% for the department head. Accounting and Auditing services increased in FY13 by \$8,800 to pay for the mandated Other Post Employment Benefit (OPEB) study, which needs to be completed every two years.

**Programs & Services:**

It is the responsibility of the Town Accountant to maintain and ensure the accuracy of all financial records and reporting including the general ledger, subsidiary ledgers, balance sheet, annual audits and all necessary reporting to the Department of Revenue. Examples include the Schedule A, Tax Recap, Certification of Free Cash, etc.

The Accounting Department is responsible for both the payroll and vendor payment distributions which includes all federal, state and local grants, gifts, revolving funds, enterprise, trusts, agency funds, and all financial reporting.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Accountant	1.0	EXEM	87,232.00	750.00	87,982.00
Assistant Town Accountant	1.0	EXEM	56,475.00	-	56,475.00
Payroll Coordinator	1.0	NON	62,337.00	750.00	63,087.00
Administrative Assistant	0.5	CWA	22,567.00	240.00	22,807.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>228,611.00</b>	<b>1,740.00</b>	<b>230,351.00</b>

**137 Budget Director****Mission Statement:**

The mission of the Budget Director's office is to make all budget related materials organized and transparent for the decision makers and public to easily understand.

**Goals:**

- To improve upon the budget process and expand on the information provided.
- To develop financial policies in coordination with the treasurer/collector and town accountant as recommended by the bond rating agencies.

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>PERSONAL SERVICES</b>							
BUDGET DIRECTOR	76,298.00	78,778.00	80,354.00	80,354.00	82,363.00	82,363.00	2.00%
LONGEVITY	500.00	500.00	750.00	750.00	750.00	750.00	50.00%
<b>CATEGORY TOTAL</b>	<b>76,798.00</b>	<b>79,278.00</b>	<b>81,104.00</b>	<b>81,104.00</b>	<b>83,113.00</b>	<b>83,113.00</b>	<b>2.30%</b>
<b>EXPENSES</b>							
OFFICE SUPPLIES	287.03	600.00	400.00	400.00	400.00	400.00	-33.33%
FORMS/PRINTING	870.92	650.00	1,000.00	1,000.00	1,000.00	1,000.00	53.85%
TRAVEL - MILEAGE	-	50.00	50.00	50.00	50.00	50.00	0.00%
MEETINGS & CONFERENCES	30.00	-	-	-	-	-	
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,187.95</b>	<b>1,300.00</b>	<b>1,450.00</b>	<b>1,450.00</b>	<b>1,450.00</b>	<b>1,450.00</b>	<b>11.54%</b>
<b>DEPARTMENT TOTAL</b>	<b>77,985.95</b>	<b>80,578.00</b>	<b>82,554.00</b>	<b>82,554.00</b>	<b>84,563.00</b>	<b>84,563.00</b>	<b>2.45%</b>

**Description of Changes:**

The Budget Director line item is increasing by 2% in accordance to the Town Manager's budget instructions. Office Supplies and the Forms/Printing line items are used to create copies of the budget for the Finance Committee, Board of Selectmen, and Town Manager's office. The budgets have been adjusted to reflect the FY13 actual costs.

**Programs & Services:**

The Budget Director provides professional budget planning and oversees the administration of all budget related processes of the Town. The position is also responsible for a variety of complex analytical projects such as budget analysis, labor contract projections, and contract impact analysis. In addition, the five year financial plan is maintained and developed by the Budget Director in close coordination with the Town Manager. The Budget Director attends all Finance Committee meetings and serves as their liaison.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Budget Director	1.0	EXEM	80,354.00	750.00	81,104.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>80,354.00</b>	<b>750.00</b>	<b>81,104.00</b>

**141 Assessors**

**Mission Statement:** The Westford Assessors' Office and the Board of Assessors, as a professional team, exists to maintain equitable market value assessments by providing excellence in public service through complete, accurate, and timely assessments of all property subject to taxation competently and diligently as mandated under Massachusetts State law and to treat all people fairly and respectfully.

**Goals:**

- To continue the full review of personal properties and establish policies and procedures
- To maintain certification

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
PRINCIPAL ASSESSOR	84,675.00	85,522.00	87,233.00	87,233.00	89,413.00	89,413.00	2.00%
DATA COLLECTOR	62,336.00	62,336.00	62,336.00	62,336.00	62,336.00	62,336.00	0.00%
ADMIN ASSISTANT	47,014.76	47,196.00	47,196.00	47,196.00	47,196.00	47,196.00	0.00%
SENIOR ASSISTANT	16,745.04	17,315.00	17,832.00	17,832.00	18,438.00	18,913.00	2.99%
LONGEVITY	2,000.00	2,000.00	2,690.00	2,690.00	2,940.00	2,940.00	34.50%
<b>CATEGORY TOTAL</b>	<b>212,770.80</b>	<b>214,369.00</b>	<b>217,287.00</b>	<b>217,287.00</b>	<b>220,323.00</b>	<b>220,798.00</b>	<b>1.36%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	8,250.00	15,000.00	15,000.00	15,000.00	15,000.00	30,000.00	0.00%
OFFICE SUPPLIES	714.17	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
TRAVEL - MILEAGE	5,058.05	5,800.00	5,800.00	5,800.00	5,800.00	5,800.00	0.00%
MEETINGS & CONFERENCES	1,320.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
DUES & MEMBERSHIPS	1,279.00	1,200.00	1,279.00	1,279.00	1,300.00	1,300.00	6.58%
ENCUMBRANCES	21,750.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>38,371.22</b>	<b>24,600.00</b>	<b>24,679.00</b>	<b>24,679.00</b>	<b>24,700.00</b>	<b>39,700.00</b>	<b>0.32%</b>
<b>DEPARTMENT TOTAL</b>	<b>251,142.02</b>	<b>238,969.00</b>	<b>241,966.00</b>	<b>241,966.00</b>	<b>245,023.00</b>	<b>260,498.00</b>	<b>1.25%</b>

**Description of Changes:**

The Personal Services increase is due to a 2% budgeted increase for the Principal Assessor along with an increase in the longevity budget. The expense budget is essentially level except for a slight increase in the dues & memberships. Every three years, the Assessors perform a town wide revaluation of assessments. However, it has been a goal for the Assessors to perform more of the revaluation work in house.

**Programs & Services:**

The Assessor is required by Massachusetts Law to list and value all real and personal property. Valuation is subject to ad valorem taxation on an assessment roll each year. The "ad valorem" basis for taxation means that all property should be taxed "according to value", which is the definition of ad valorem. Assessed values, in Massachusetts, are based on "full and fair cash value", or 100 percent of the fair market value.

To arrive at "full and fair cash value" for your property, the Assessor must know what "willing sellers" and "willing buyers" are doing in the marketplace. The Assessor also must collect, record and analyze a great deal of information about property and market characteristics in order to estimate the fair market value. The Assessor uses the three nationally recognized appraisal approaches to value: cost, income and market. This data is then correlated into to final value.

The object of the valuation program is to estimate "full and fair cash value" as of January 1 (known as the "assessment date") prior to the fiscal year. For example, the assessment date for Fiscal Year 2013 is January 1, 2012.

Assessors are required to submit these values to the State Department of Revenue for certification every three years. In the years between certification, Assessors must also maintain the values. The Town of Westford reassesses each and every year, subject to a Massachusetts Department of Revenue statistical review. This is done so that the property taxpayer pays his or her fair share of the cost of local government, in proportion to the amount of money the property is worth, on a yearly basis rather than every three years.

The Westford Assessors' Office must appraise and assess approximately 9,000 + parcels of real property and approximately 1200 + personal property accounts.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Assessor	1.0	EXEM	87,233.00	1,000.00	88,233.00
Administrative Assessor	1.0	OPEIU	62,336.00	500.00	62,836.00
Administrative Assistant	1.0	CWA	47,196.00	750.00	47,946.00
Senior Assistant	0.5	CWA	17,832.00	440.00	18,272.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>214,597.00</b>	<b>2,690.00</b>	<b>217,287.00</b>



**145 Treasurer / Collector****Mission Statement:**

Our goal in the Collector's Office is to provide excellent customer service to tax payers while protecting the interests of the town through diligent collection of all taxes due. The Treasury department is committed to depositing, balancing and accounting for all town funds quickly and correctly, cooperating with all other town departments to effectively manage cash receipts and expenses. We strive to maintain a reputation of integrity and excellence in everything we do.

**Goals:**

- Short Term Goals:
  - Seek paperless billing options for our customers
  - Consider changes to online bill pay provider
  - Pursue delinquent Personal Property tax collection through a collection agency
  - Review the Collector's page on the Town's website to consider improvements or updates
- Long Term Goals:
  - Review cash receipt handling town wide
  - Work with the Finance Team and Town Manager to create/review/update Financial Management & Capital Policies

**Description of Changes:**

Personal Services – down 11.62% - Reflects an increase of 2% for the Tax Collector-Treasurer's salary, 0% increase for the Asst. Treasurer and Asst. Collector's positions and a reduction in hours for the Admin Secretary position from 37.5 standard hours to 15 standard hours with a lump sum line item for "as needed" hours to cover spikes in work load experienced during heavy collection periods. Also, a change in personnel has resulted in reduced longevity payments.

Expenses – Level Funded FY14 to FY15

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
COLLECTOR	80,000.00	82,600.00	84,252.00	84,252.00	86,359.00	86,359.00	2.00%
ASSISTANT TREASURER & ASST							
COLLECTOR	95,936.14	117,991.00	117,992.00	117,992.00	118,444.00	117,992.00	0.00%
ADMIN SECRETARY	41,526.69	47,196.00	15,355.00	15,355.00	18,878.00	16,295.00	-67.47%
ADDITIONAL COVERAGE	8,365.63	-	1,680.00	1,680.00	1,680.00	1,680.00	0.00%
LONGEVITY	4,000.00	4,000.00	3,250.00	3,250.00	3,500.00	4,000.00	-18.75%
<b>CATEGORY TOTAL</b>	<b>229,828.46</b>	<b>251,787.00</b>	<b>222,529.00</b>	<b>222,529.00</b>	<b>228,861.00</b>	<b>226,326.00</b>	<b>-11.62%</b>
<b>EXPENSES</b>							
LEGAL SERVICES - TAX TITLE	5,626.20	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
CONTRACTED SERVICES	3,000.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
POSTAGE	17,207.05	19,000.00	19,000.00	19,000.00	19,000.00	19,000.00	0.00%
PRINTING SERVICES	6,451.14	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%
OFFICE SUPPLIES	1,307.41	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
TRAVEL - MILEAGE	56.10	225.00	225.00	225.00	225.00	225.00	0.00%
MEETINGS & CONFERENCES	100.00	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	0.00%
DUES AND MEMBERSHIPS	180.00	180.00	180.00	180.00	180.00	180.00	0.00%
PUBLIC EMPLOYEE BOND	1,325.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
ENCUMBRANCES	937.80	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>36,190.70</b>	<b>45,805.00</b>	<b>45,805.00</b>	<b>45,805.00</b>	<b>45,805.00</b>	<b>45,805.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>266,019.16</b>	<b>297,592.00</b>	<b>268,334.00</b>	<b>268,334.00</b>	<b>274,666.00</b>	<b>272,131.00</b>	<b>-9.83%</b>

### Programs & Services:

#### Collector's Functions-

- 2 Full Time Employees perform this work.
- The Collector's Office bills and collects all taxes committed by the Board of Assessors.

- Properly balances and accounts for each tax payment, abatement, and refund.
- The tax office provides customer support to tax payers, attorney's offices, tax service companies and mortgage companies.
- They also prove & record the cash and check turnovers for all town and school departmental receipts.

#### **Treasurer's Office Functions:**

- 1 Full Time Employee performs this work.
- Provides support to all town & school departments through payroll and vendor warrant processing.
- Responsible for filing returns and paying all payroll tax obligations weekly.
- Distributing banking information to departments, handling voids and reissues.
- Processing W-2s and other quarter end and year end reports as needed.

The Tax Collector-Treasurer is a "hands on" manager, contributing to the daily work as required, providing direction and support to the staff in both offices. She is directly responsible for overseeing all the work of the department, bonding town debt, balancing bank statements monthly, transferring funds, balancing accounts with the Town Accountant monthly, tax title collection and recording, departmental expenses and budget management, contributes to the work of the Finance Team, Capital Planning Committee and serves the Board of Selectmen by providing information or expertise as needed.

#### **Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Treasurer/Collector	1.0	EXEM	84,252.00	-	84,252.00
Assistant Treasurer	1.0	OPEIU	62,336.00	750.00	63,086.00
Assistant Collector	1.0	OPEIU	55,656.00	2,500.00	58,156.00
Administrative Assistant	0.4	CWA	15,355.00	-	15,355.00
Additional Coverage	0.1		1,680.00		1,680.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>219,279.00</b>	<b>3,250.00</b>	<b>222,529.00</b>

**Other Metrics:**

<b>Collections</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>
Committed	60,642,997	58,162,084	56,050,090	54,955,820	53,320,921
Abated	(278,415)	(242,978)	(274,121)	(447,489)	(295,442)
Collected in FY	(59,831,031)	(57,431,130)	(55,094,737)	(53,863,019)	(52,335,320)
Liened	(137,161)	(117,650)	(123,890)	(108,320)	(96,344)
Balance due June 30th	396,391	370,326	557,342	536,993	593,814
<b>Percent Uncollected</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>
Fun Facts: Among other things, the Collector-Treasurer's office processes approximately 70,000 tax payments per year, handles over 2,000 departmental turnovers, reconciles over 60 bank accounts monthly, and processes payroll for 1000 employees.					
<b>Liens on June 30th</b>					
<b>Accumulated *Lien Balance</b>	<b>759,859</b>	<b>590,433</b>	<b>441,926</b>	<b>383,845</b>	<b>338,658</b>
*Lien balances are made up of tax title (delinquent taxes) and tax deferral accounts. If a person qualifies for deferral, they are allowed to defer up to 50% of the value of their property. Unpaid balances are deferred until the homeowner sells or passes away. Deferrals made up \$235,604 of the lien balance on 6/30/13					

**151 Legal Services****Mission Statement:**

To protect the Town's best interests regarding legal matters.

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>EXPENSES</b>							
LEGAL SERVICES - TOWN COUNS	239,181.21	223,500.00	250,000.00	250,000.00	250,000.00	250,000.00	11.86%
LEGAL SERVICES - LABOR COUNS	31,929.16	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00%
ENCUMBRANCES	48,310.35	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>319,420.72</b>	<b>263,500.00</b>	<b>290,000.00</b>	<b>290,000.00</b>	<b>290,000.00</b>	<b>290,000.00</b>	<b>10.06%</b>
<b>DEPARTMENT TOTAL</b>	<b>319,420.72</b>	<b>263,500.00</b>	<b>290,000.00</b>	<b>290,000.00</b>	<b>290,000.00</b>	<b>290,000.00</b>	<b>10.06%</b>

**Description of Changes:**

The Legal Services budget increased due to ongoing litigation, in particular the defense of the Planning Board's decision regarding the asphalt plant.

**152 Human Resources****Mission Statement:**

- To recruit, retain and service a valued workforce that supports the mission, vision and values of the town.
- To contribute to the bottom line of the town by controlling costs through sound auditing practices, annual bidding of the benefits plans and HRIS controls.
- To foster a workplace that promotes employee feedback, open communication, personal accountability, teamwork, respectful interactions and quality services.

**Goals:**

- To educate employees about benefit options to help save both the employees and employer money.
- To streamline the auditing and reconciliation of benefit invoices
- To work with IT to set construct a retiree database for the purposes of benefit tracking, payments, and mailings.

**Description of Changes:**

The Benefits Coordinator is now a full time position and the Administrative Assistant is 25 hours per week. All of the HR staff are non-union, so 2% increases have been budgeted for FY15. There is increased demand for psychological testing as we experience turnover in our public safety departments. Funding for the unsettled town contracts is budgeted for in the Compensation Reserve.

**Health Insurance Renewal:**

1.44% premium increase - HMO's & PPO

36.55% premium decrease - Medicare Supplemental Plan

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
PERSONAL SERVICES							
HUMAN RESOURCES DIRECTOR	87,045.59	89,875.00	91,673.00	91,673.00	93,965.00	93,965.00	2.00%
BENEFITS COORDINATOR	34,339.78	53,137.00	56,126.00	56,126.00	57,750.00	57,529.00	5.63%
ADMINISTRATIVE ASSISTANT	49,180.64	35,593.00	36,305.00	36,305.00	37,355.00	37,212.00	2.00%
LONGEVITY	1,487.50	1,653.00	1,903.00	1,903.00	2,371.00	2,371.00	15.12%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>172,053.51</b>	<b>180,258.00</b>	<b>186,007.00</b>	<b>186,007.00</b>	<b>191,441.00</b>	<b>191,077.00</b>	<b>3.19%</b>
EXPENSES							
PRE-EMPLOY MEDICAL EXAM	5,752.45	5,000.00	7,000.00	7,000.00	8,000.00	8,000.00	40.00%
OTHER CONTRACTED SERVICES	555.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
LEGAL ADVERTISING	1,487.59	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
OFFICE SUPPLIES	1,453.27	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
PROGRAMS & ACTIVITIES	2,042.06	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
PROFESSIONAL DEVELOPMENT	9,464.40	10,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-50.00%
MEETINGS & CONFERENCES	-	400.00	-	-	-	-	-100.00%
DUES & MEMBERSHIPS	415.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
ENCUMBRANCES	712.45	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>21,882.22</b>	<b>28,000.00</b>	<b>24,600.00</b>	<b>24,600.00</b>	<b>25,600.00</b>	<b>25,600.00</b>	<b>-12.14%</b>
COMPENSATION RESERVE	-	200,000.00	678,913.00	678,913.00	935,642.00	1,227,879.00	239.46%
TRANSFERS OUT	-	(49,168.00)	-	-	-	-	
<b>DEPARTMENT TOTAL</b>	<b>193,935.73</b>	<b>408,258.00</b>	<b>889,520.00</b>	<b>889,520.00</b>	<b>1,152,683.00</b>	<b>1,444,556.00</b>	

**Programs & Services:**

The Human Resources Department works closely with the Town Manager, all departments, employees and retirees, and ensures compliance with state, federal and local personnel laws and regulations. Some of the areas the department is responsible for Include:

- Personnel functions including implementation and interpretation of personnel policies and procedures and collective bargaining agreements
- Recruitment
- Hiring
- Orientation
- Securing, coordinating and administering the health insurance benefits for 997 Town and School employees & retirees.
- Managing the voluntary long term disability, short term disability, life insurance, and dental plans
- ADA compliance as it relates to employment issues
- Staff development
- Evaluations
- Discipline
- Employee absences (illness, vacation, personal, authorized leaves
- FMLA
- First Report of Injury
- Workers compensation
- Disability
- Terminations
- Workers compensation reporting for Town & school, federal reporting and surveys
- Retirement in conjunction with the Middlesex Retirement System & PEREC
- Flexible & premium spending accounts
- HRIS system
- Administration of the Employee Pay and Classification Plan; credible coverage notices
- Open enrollment
- Self-pay and COBRA payments
- Police & fire accident insurance (111F)
- HR website
- Medicare Part “D” reporting
- Medicare penalty payments
- Recruitment
- Union negotiations
- Policies and procedures
- Annual payroll rollover process
- Compensated absences
- Trainings
- Employee issues
- Town and school turnovers
- Monthly benefit withholding audits
- Payment of Town-wide health and benefit bills
- Maintaining all permanent personnel records



**FY13 Highlights:**

Some of the projects Human Resources have been involved in over the past year include:

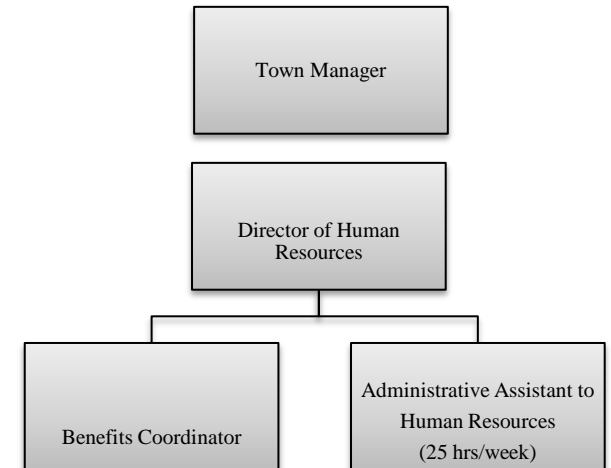
Going out to bid and negotiating all lines of coverage premiums for FY 14; Health insurance carrier change from Tufts Health Plan to Blue Cross Blue Shield for over 1,200 employees and retirees; Ancillary lines of coverage (LTD, STD, Life, Town Life, and dental) change from Assurant to AIG/Blue Cross Blue Shield; part of the negotiations team (currently six (6) union contracts are unsettled; union mediation/arbitration; trainings; annual rolling of the payroll system; retiree mailings and employee notifications; open enrollment; implementation of a new reporting process for auditing all benefit bills; numerous employee issues, and several very complex employee issues.

Some of the daily responsibilities include, workers comp and 111F administration, leaves/absences and payments, benefit changes, verify/sign off on payroll requests in accordance with union contracts, terminations/retirements, FMLA leaves, recruitment process, fielding questions and assisting employees and retirees, pay, audit and reconcile benefit bills, turnovers, HRIS (benefit changes) changes, accruals, and processing PAF's.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Human Resources Director	1.0	EXEM	91,673.00	750.00	92,423.00
Benefits Coordinator	1.0	NON	56,126.00	500.00	56,626.00
Administrative Assistant	0.7	NON	36,305.00	653.00	36,958.00
<b>Total Personal Services</b>	<b>2.7</b>		<b>184,104.00</b>	<b>1,903.00</b>	<b>186,007.00</b>

## Human Resources 2014



**155 Technology****Mission Statement:**

The mission of the Technology Department is to provide strategic direction on technology issues and to lead technology innovation initiatives, while responsibly managing the town of Westford's technology systems and maintaining the highest level of reliable service to the community.

**Goals:**

- Work with Schools to develop technology plan to enable their digital learning strategy.
- Look for opportunities to migrate applications to cloud infrastructure.
- Complete the initial implementation of the written information security policy.
- Expand training sessions to further develop our employees' technological skill base.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
TECHNOLOGY DIRECTOR	90,000.00	92,925.00	94,784.00	94,784.00	97,154.00	97,154.00	2.00%
GIS COORDINATOR	60,201.00	61,706.00	63,249.00	63,249.00	64,830.00	66,451.00	2.50%
COMPUTER TECHNICIAN	63,153.00	65,300.00	67,521.00	67,521.00	69,815.00	69,815.00	3.40%
DATABASE MANAGER	69,814.91	69,815.00	69,815.00	69,815.00	69,815.00	69,815.00	0.00%
HELP DESK COORDINATOR	62,097.37	62,336.00	62,336.00	62,336.00	62,576.00	62,336.00	0.00%
SHARED PURCHASING	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
SHARED NETWORK ADMIN	6,952.00	6,952.00	6,952.00	6,952.00	6,952.00	6,952.00	0.00%
LONGEVITY	1,000.00	1,000.00	1,500.00	1,500.00	2,250.00	3,000.00	50.00%
<b>CATEGORY TOTAL</b>	<b>359,218.28</b>	<b>366,034.00</b>	<b>372,157.00</b>	<b>372,157.00</b>	<b>379,392.00</b>	<b>381,523.00</b>	<b>1.67%</b>

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
ELECTRICITY	15,660.05	18,700.00	20,000.00	20,000.00	20,000.00	20,000.00	6.95%
NATURAL GAS	704.13	400.00	800.00	800.00	800.00	800.00	100.00%
WATER	215.81	250.00	250.00	250.00	250.00	250.00	0.00%
LIBRARY COPIER LEASE	1,079.70	26,000.00	26,000.00	26,000.00	26,650.00	27,317.00	0.00%
NETWORK SUPPORT	4,797.66	16,500.00	20,500.00	20,500.00	21,013.00	21,538.00	24.24%
DATA COMMUNICATIONS SERVICE	14,028.24	15,500.00	15,259.00	15,259.00	15,641.00	16,032.00	-1.55%
PRINTER SUPPORT	48,203.61	10,000.00	10,000.00	10,000.00	10,250.00	10,506.00	0.00%
WORKSTATION SUPPORT	460.00	2,500.00	2,460.00	2,460.00	2,100.00	2,100.00	-1.60%
SERVER SUPPORT	117,221.97	67,000.00	61,500.00	61,500.00	63,038.00	64,613.00	-8.21%
TRAINING & DEVELOPMENT	1,881.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
MUNIS SOFTWARE SUPPORT	54,437.76	55,000.00	58,226.00	58,226.00	61,138.00	64,195.00	5.87%
CONTRACTED SERVICES	61,715.98	135,000.00	150,575.00	150,575.00	174,371.00	188,380.00	11.54%
CONSULTING SERVICES	-	7,000.00	7,000.00	3,000.00	2,500.00	2,500.00	-57.14%
TELEPHONE	42,587.62	50,000.00	44,000.00	44,000.00	44,000.00	44,000.00	-12.00%
CELLULAR PHONES / MOBILE DATA	62,355.51	57,240.00	60,102.00	60,102.00	63,107.00	66,262.00	5.00%
PAGING SERVICES	1,049.12	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
OFFICE SUPPLIES	997.93	16,000.00	16,000.00	16,000.00	16,375.00	16,759.00	0.00%
HARDWARE SUPPLIES	90,958.83	-	-	-	-	-	
NETWORK HARDWARE		45,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-88.89%
SERVER HARDWARE		25,000.00	5,000.00	5,000.00	2,000.00	5,000.00	-80.00%
WORKSTATION HARDWARE		42,000.00	4,000.00	4,000.00	4,500.00	4,500.00	-90.48%
GIS CHARGES & EXPENSES	8,426.00	-	-	-	-	-	
MILEAGE	2,831.50	4,000.00	4,000.00	4,000.00	4,100.00	4,203.00	0.00%
MEETINGS & CONFERENCES	695.00	-	-	-	-	-	
ENCUMBRANCES	7,597.11	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>537,904.53</b>	<b>599,590.00</b>	<b>517,172.00</b>	<b>513,172.00</b>	<b>543,333.00</b>	<b>570,455.00</b>	<b>-14.41%</b>
<b>DEPARTMENT TOTAL</b>	<b>897,122.81</b>	<b>965,624.00</b>	<b>889,329.00</b>	<b>885,329.00</b>	<b>922,725.00</b>	<b>951,978.00</b>	<b>-8.32%</b>

**Description of Changes:**

After the major overhaul of account codes in FY14, FY15 changes are mostly about increasing the accuracy of those estimates and trying to be more specific in identifying upcoming needs (2 years is a long time to look ahead in computing).

As with the prior year we see some persistent trends such as:

- Stable or reduced spending on conventional telephone & data circuit charges and increased spending on mobile phones, smart-phones, and mobile devices of unknown types.
- Inflation level increases for software support costs

But in FY15 we see the beginning of a trend towards housing our server infrastructure on the cloud, rather than in-house.

As mentioned in the commentary for FY14, that move to cloud infrastructure (or “hardware as a service”) will mean reduced spending on capital items but increased spending on service charges. I don’t foresee any cost reductions overall, indeed there may even be some increases in the short term as we migrate, but the advantages of hosting our systems in the cloud will be significant. It will continue the process where the role of the IT Department moves further from the conventional ‘computer operations’ model towards increasing focus on implementations, expert user functions, administration/configuration and technical support.

**Programs & Services:****Networks (Wired and Wireless)**

- Municipal Network (WAN)
  - Maintain existing infrastructure
  - Plan and execute upgrades/updates
  - Monitor performance
  - Plan for recovery in the event of failures
- Building Networks (LANs)
  - Maintain existing infrastructure
  - Plan and execute upgrades and changes

- Internet Connection
  - Maintain various interconnects
  - Balance traffic for performance and to meet service levels

**Workstations (End User Devices)**

- Provide variety of devices depending on functions required
- Support devices (remote support and onsite)
- Manage asset inventory

**Servers**

- Provide fast, stable server environment for locally hosted applications.
- Manage storage capacity to accommodate growth
- Manage data backups and establish recovery procedures
- Manage the data centers

**Telephony**

- Manage the centralized VoIP telephone system
- Support existing telephone installations and assist with new ones
- Manage all town & school mobile phones (and Health Collaborative)
  - Billing recharge for Schools, Water and Collaborative

**Software**

- Version management and updates for centralized software
- Cross-billing for application support charges
- Administer the town website and Email systems
- Perform the lead role in maintaining the town website
- Lead projects to replace, upgrade or re-write software applications

- Develop custom web-based applications and utilities
- Provide reporting and data analysis tools
- Configure applications to meet local requirements

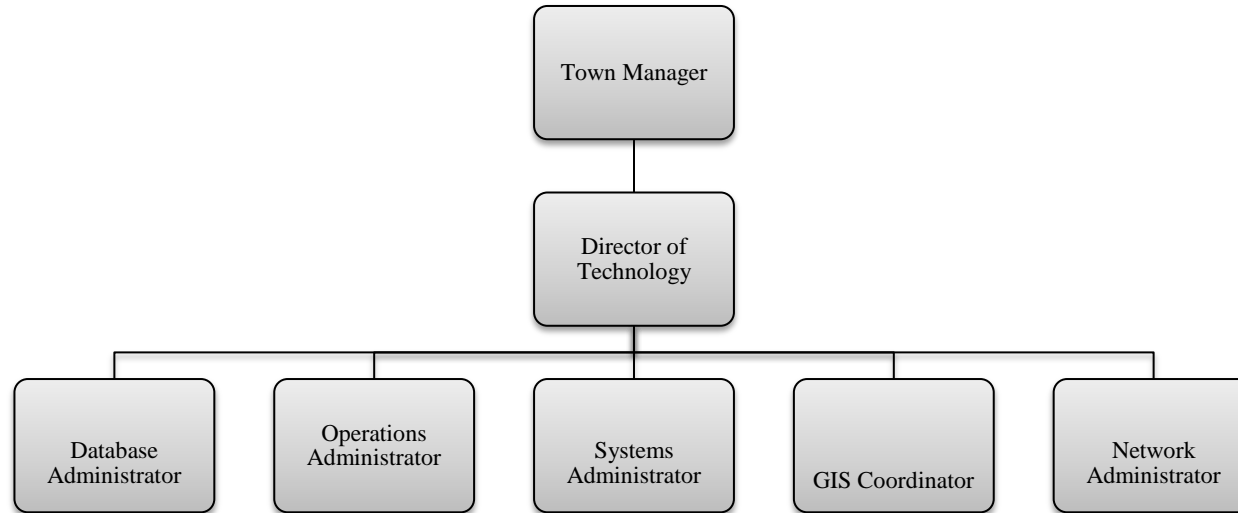
**GIS**

- Maintain the data in the town GIS system
- Create specialized maps for departments when needed
- Maintain the online mapping applications and published maps
- Assist with the integration of GIS into town departments to improve services or efficiency

**Security/Administration**

- Establish and promote information security standards for the town and schools
- Work with departments to ensure legal compliance with record retention and access control for information stored on computers
- Support the various public meetings with appropriate technology
- Identify and promote technology changes which would improve services or increase efficiency in town departments

## Technology Department 2014



### Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Technology Director	1.0	EXEM	94,784.00		94,784.00
Technician	1.0	OPEIU	67,521.00	500.00	68,021.00
Database Manager	1.0	OPEIU	69,815.00	500.00	70,315.00
GIS Coordinator	1.0	OPEIU	63,249.00		63,249.00
Help Desk Coordinator	1.0	OPEIU	62,336.00	500.00	62,836.00
Shared School Purchasing			6,000.00		6,000.00
Shared School Network Admin			6,952.00		6,952.00
<b>Total Personal Services</b>	<b>5.0</b>		<b>370,657.00</b>	<b>1,500.00</b>	<b>372,157.00</b>

## General

It is very difficult to find metrics that can be easily gathered to measure the true impact of an IT department. Much of our time is spent either in trying to help other departments improve their efficiency or in avoiding negative impacts of unavoidable changes (such as replacing old infrastructure). However, below are some metrics which we are gathering.

## Helpdesk

In January 2014 we implemented an online helpdesk system. To begin with, this was just used by the town technology staff, but in March it was extended to include the school technicians as well. The system provides a web based ticket tracking system with email notices to users and technicians. It also now acts as our central asset register (for town and school), and to a lesser extent as a software register. Broadly speaking, a ticket is raised for every issue that is not quickly fixed at first contact. However, it is in the nature of issues that some can be resolved in 10 minutes, while others may take days.

The following table shows the number of help desk tickets raised per month.

Month	Town	School
January 2013	64	-
February 2013	142	4
March 2013	110	140
April 2013	100	182
May 2013	108	160
June 2013	86	76
July 2013	89	15
August 2013	96	161
	<b>795</b>	<b>738</b>

## Website Performance

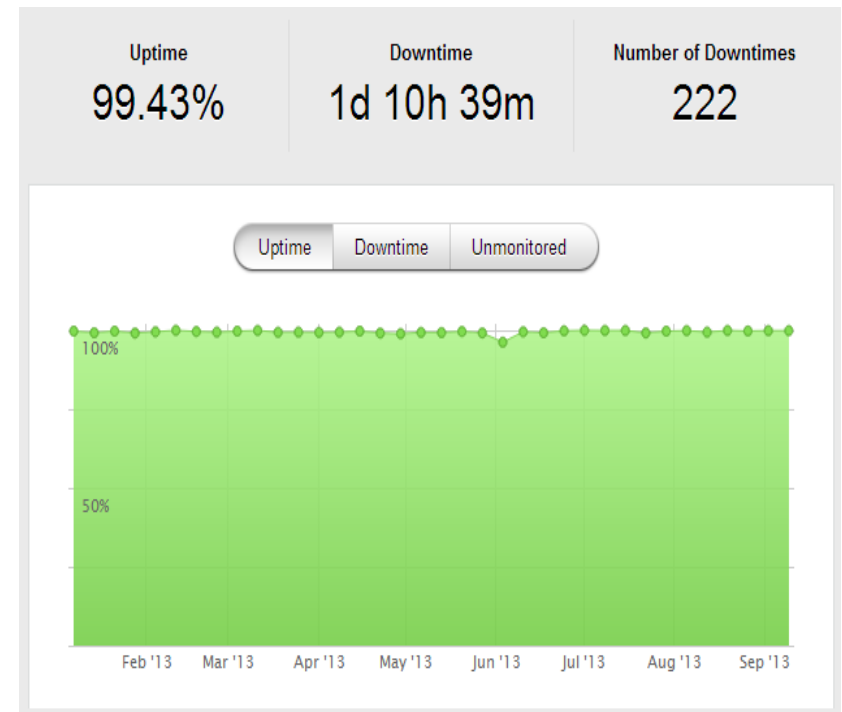
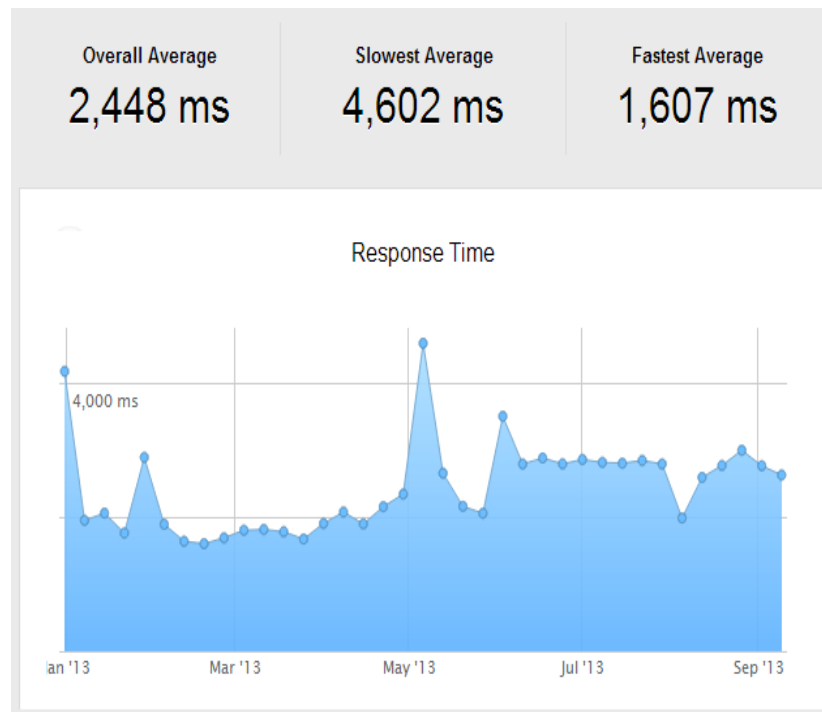
At the beginning of 2013 we began using an external testing service to provide independent measures of the uptime and responsiveness of the main town website. It tests the home page of the site at 5 minute intervals 24 hours a day.

### Response Times

The time taken to load the home page. All the day's readings are averaged out.

### Uptime

The number of times, and the percentage of the day's tests where the site responds within 30 seconds.





**161 Town Clerk****Mission Statement:**

The Town Clerk's Office is committed to excellent customer service, responsible stewardship of the town's archives, and upholding the principles of open government by providing access to the town's public records.

**Goals:**

- Implementation of records management program goals: Establish an electronic indexing system for town-wide records and archives management.

**Description of Changes:**

Fluctuations in the Town Clerk's Office budget are a factor of the state election schedule. Fiscal 2015 will see a state primary and general election in the fall, which will increase several line items, including personal services (voter registration, election officers); office supplies (election day food); printing services (banner printing); and contracted services (memory card programming and banner hanging). Election Officer pay has remained at \$8 (Checkers and Inspectors), \$9(Closers) and \$11(Wardens and Clerks)/hr over the last 10 years. An increase of 1\$/hr is requested for all positions in recognition of the increased complexity of elections and necessity to attend training. Increases in conferences/meetings and Mileage line items will cover the cost of attending archives certification training that is being developed specifically for Town Clerks by a collaborative team headed by Simmons College Archives Department.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN CLERK	77,685.09	78,462.00	80,032.00	80,032.00	82,032.00	82,032.00	2.00%
ASST TOWN CLERK	62,097.36	62,336.00	62,336.00	62,336.00	62,336.00	62,336.00	0.00%
ADMINISTRATIVE ASSISTANT	31,109.33	31,634.00	32,589.00	32,589.00	33,688.00	34,562.00	3.02%
DEPT ASSISTANT	17,698.90	18,033.00	18,556.00	18,556.00	18,627.00	18,556.00	2.90%
ELECTION WORKERS	12,962.81	10,000.00	21,390.00	21,390.00	15,000.00	21,390.00	113.90%
REGISTRARS	3,400.00	2,100.00	3,856.00	3,856.00	2,879.00	4,234.00	83.62%
LONGEVITY	1,734.00	1,984.00	1,991.00	1,991.00	1,991.00	2,741.00	0.35%
	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>206,687.49</b>	<b>204,549.00</b>	<b>220,750.00</b>	<b>220,750.00</b>	<b>216,553.00</b>	<b>225,851.00</b>	<b>7.92%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	5,719.15	6,000.00	8,000.00	8,000.00	6,895.00	8,000.00	33.33%
POSTAGE	3,333.83	4,460.00	4,460.00	4,460.00	4,460.00	4,460.00	0.00%
ADVERTISING-LEGAL	902.00	600.00	600.00	600.00	600.00	600.00	0.00%
PRINTING SERVICES	5,371.50	7,100.00	7,425.00	7,425.00	7,325.00	7,425.00	4.58%
RECORDS PRESERVATION	119.97	500.00	500.00	500.00	500.00	500.00	0.00%
OFFICE SUPPLIES	1,951.83	1,350.00	1,350.00	1,350.00	1,350.00	1,350.00	0.00%
TRAVEL - MILEAGE	602.14	750.00	750.00	750.00	750.00	750.00	0.00%
MEETINGS & CONFERENCES	364.79	545.00	795.00	795.00	545.00	545.00	45.87%
DUES & MEMBERSHIPS	431.00	611.00	611.00	611.00	611.00	611.00	0.00%
ENCUMBRANCES	3,007.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>21,803.21</b>	<b>21,916.00</b>	<b>24,491.00</b>	<b>24,491.00</b>	<b>23,036.00</b>	<b>24,241.00</b>	<b>11.75%</b>
<b>DEPARTMENT TOTAL</b>	<b>228,490.70</b>	<b>226,465.00</b>	<b>245,241.00</b>	<b>245,241.00</b>	<b>239,589.00</b>	<b>250,092.00</b>	<b>8.29%</b>

### Programs & Services:

The Town Clerk's Office is charged with fulfilling many state and locally mandated programs and services while also serving residents and the general public as a gateway to local government. Our annual calendar of compliance includes annual census mailing

and street list production; elections administration and voter data management; Town Meeting action management; Board and Committee data management, including ethics, open meeting law, and campaign finance report tracking; dog licensing; business certificate management; and flammable storage registration. The Assistant Town Clerk also services the Selectmen's office in the management of Selectmen's annual licenses, relating to alcohol, common victualler, innkeeper, automobile and automatic amusement licenses. On demand services include raffle permit issuance, certified copies of vital records, the sale of bulk stickers and white-goods stickers, assisting with the purchase of recycling totes, processing parking and other fines as well as fielding trash and recycling as well as other town-related calls.

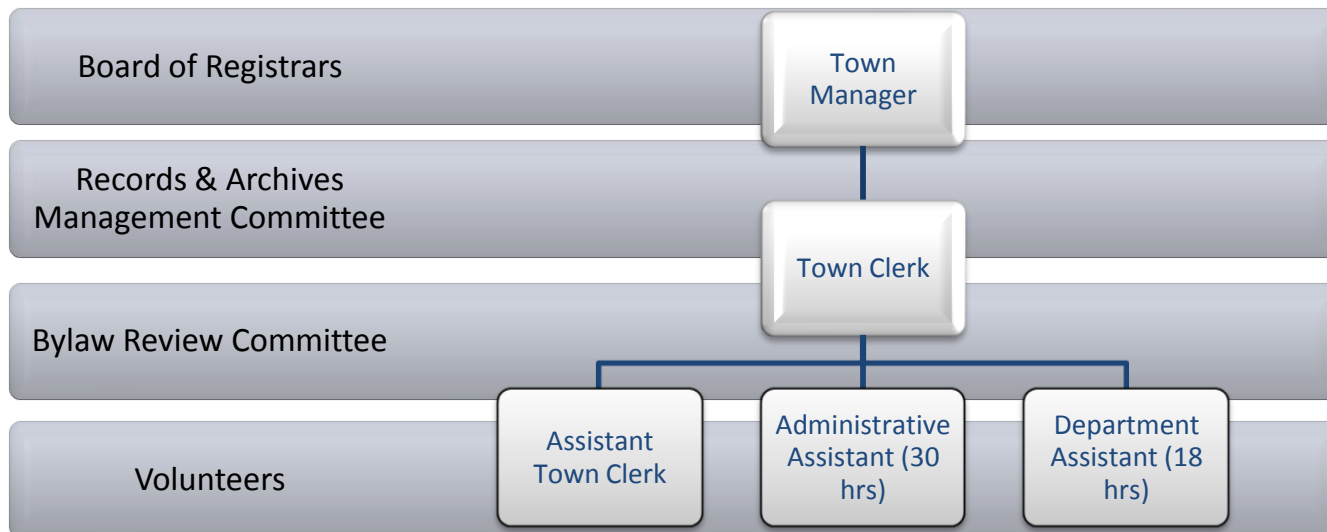
New in calendar 2014, all Town and City Clerks will be participating in a state-wide electronic death registration system similar to the birth registration system that was rolled out a few years ago. This will increase the overall efficiency of managing death records and burial permits between doctors, funeral directors, burial agents and town clerks.

The obligations of records management has changed greatly within the Town Clerk's Office in recent years. In addition to its own statutory programs such as vital records registration; planning and zoning application decision recording and filing and management of the town's archives from late 19<sup>th</sup> century, the collection of more recent archives to the newly created archives center has offered the opportunity to take a closer look at records management practices town-wide. With the assistance of the Records & Archives Management Committee, the Town Clerk's Office serves as a resource for town departments and the general public in records management and request processing. The common goal of records creators is to manage and preserve town actions for the edification and benefit of future generations. To that end, the Records & Archives Management Committee continues its mission to support a centralized records management program.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Clerk	1.0	EXEM	80,032.00	750.00	80,782.00
Assistant Town Clerk	1.0	OPEIU	62,336.00	1,000.00	63,336.00
Administrative Assistant	0.8	CWA	32,589.00		32,589.00
Department Assistant	0.5	CWA	18,556.00	241.00	18,797.00
Election Workers			21,390.00		21,390.00
Registrars			3,856.00		3,856.00
<b>Total Personal Services</b>	<b>3.3</b>		<b>218,759.00</b>	<b>1,991.00</b>	<b>220,750.00</b>

### Town Clerk 2014



**Other Metrics:**

Below is a sampling of services in volume over the last four years.

**At the Counter**

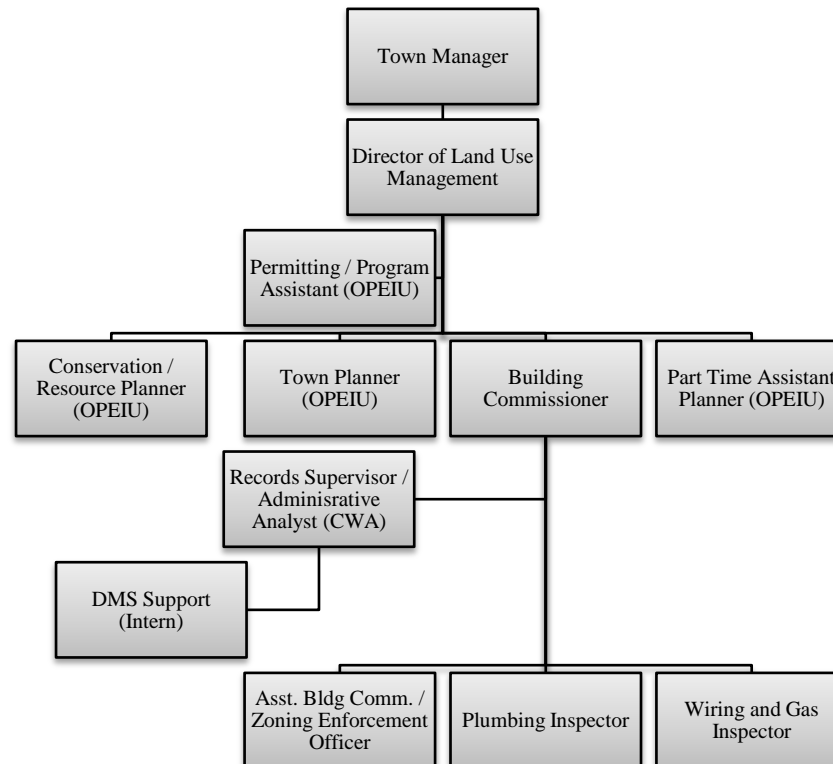
The Town Clerk's office issues several types of licenses some of which expire with the calendar year; here they are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last few years are listed below.

Item	FY2009	FY2010	FY2011	FY2012	FY2013
<b>Bulk Stickers</b>	2,073	2,616	1,239	1,807	1,954
<b>Business Certificate</b>	149	158	142	124	121
<b>Dog Licenses</b>	2,317	2,353	2,400	2,481	2,030 (Sept)
<b>Fish &amp; Wildlife</b>	282	208	255	34	0
<b>Flammable Storage Registration</b>	57	37	38	38	41
<b>Marriage Licenses</b>	59	59	58	59	60
<b>Raffle Permits</b>	10	11	5	13	10
<b>Certified Copies of Vital Records</b>	1,246	1,110	1,183	1,108	1180

**Selectmen's Annual Licensing**

Alongside her duties as Assistant Town Clerk, Patty Dubey provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2009	2010	2011	2012	2013
<b>All Alcohol Club</b>	7	7	7	7	7
<b>All Alcohol Package Store</b>	7	7	7	7	7
<b>All Alcohol Innholder</b>	2	2	2	2	2
<b>All Alcohol Restaurant</b>	14	15	16	17	21
<b>Beer &amp; Wine Package Store</b>	5	3	3	4	5
<b>Beer &amp; Wine Restaurant</b>	1	1	2	1	1
<b>Common Victualler</b>	44	40	44	44	57
<b>Automatic Amusement</b>	34	198	102	97	90
<b>Class I New Car</b>					1
<b>Class II Used Car</b>	9	7	9	9	9
<b>Class III Junk Car</b>	1	1	0	1	1

**Land Use and Permitting Departments 2014**

**170 Permitting****Mission Statement:**

The Permitting Department provides a high level of customer service to applicants, boards, committees and other departments. The staff in this department support Planning, Zoning and Conservation Boards which are required by state law to conduct the following services: building permits, land use permits, inspections of buildings and land use approvals for compliance with conditions or codes, and enforcement of wetlands and zoning rules. The department provides support and professional staffing for a number of committees including: Economic Development Committee, Affordable Housing, Affordable Housing Trust Fund, Pedestrian Safety, and the Historical Commission. Ad hoc efforts such as Sign Bylaw Review Committee, Registered Marijuana Dispensary bylaw committee, and other such ongoing policy efforts are also managed. Implementation of the town's Master Plan is another priority as are implementation of other adopted land use reports and studies. The department sees itself as a resource for interdepartmental efforts such as seeking a Green Communities designation, leading Economic Development planning and implementation, and conducting public outreach and participation.

**Goals:**

- 1) Continue to provide high quality services to the public and to our customers and reduce the stress on existing department staff with the addition of two part time professional staff;
- 2) Improve tracking and enforcement of land use matters (including zoning enforcement, coordination of approval conditions, and town owned land management); and
- 3) Initiate a 5-year review of Master Plan Implementation items with a preliminary report at the annual Strategic Planning Retreat in summer of 2014 and a list of remaining Master Plan Action Items presented to staff, Boards and Committees in the first half of FY 15 for review and feedback.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
ASSISTANT PLANNER	-	30,073.00	40,583.00	40,583.00	41,598.00	42,638.00	34.95%
DIRECTOR LAND USE MANAGEME	85,149.51	93,075.00	94,784.00	94,784.00	97,153.00	97,153.00	1.84%
PERMITTING PROGRAM ASST	55,441.93	55,656.00	55,656.00	55,656.00	55,868.00	55,656.00	0.00%
INTERN / DMS SUPPORT	3,619.87	4,600.00	4,750.00	4,750.00	4,893.00	5,040.00	3.26%
LONGEVITY	720.00	500.00	750.00	750.00	1,250.00	1,250.00	50.00%
<b>CATEGORY TOTAL</b>	<b>144,931.31</b>	<b>183,904.00</b>	<b>196,523.00</b>	<b>196,523.00</b>	<b>200,762.00</b>	<b>201,737.00</b>	<b>6.86%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	29,599.92	30,900.00	30,900.00	30,900.00	30,900.00	30,900.00	0.00%
OFFICE SUPPLIES	2,550.55	3,000.00	3,200.00	3,200.00	3,200.00	3,200.00	6.67%
TRAVEL-MILEAGE	912.00	1,440.00	1,440.00	1,440.00	1,440.00	1,440.00	0.00%
MEETINGS & CONFERENCES	112.99	800.00	800.00	800.00	800.00	800.00	0.00%
DUES AND MEMBERSHIPS	150.00	525.00	525.00	525.00	525.00	525.00	0.00%
ENCUMBRANCES	206.05	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>33,531.51</b>	<b>36,665.00</b>	<b>36,865.00</b>	<b>36,865.00</b>	<b>36,865.00</b>	<b>36,865.00</b>	<b>0.55%</b>
<b>DEPARTMENT TOTAL</b>	<b>178,462.82</b>	<b>220,569.00</b>	<b>233,388.00</b>	<b>233,388.00</b>	<b>237,627.00</b>	<b>238,602.00</b>	<b>5.81%</b>

### Description of Changes:

In FY13, the department added a half-time assistant planner, scheduled to start work in November. This part time OPEIU position will assist the Town Planner and Conservation Coordinator. This additional professional staff position will strengthen functional continuity in Conservation, Planning and Zoning in the event of staff attrition, turnover or extended absence. The amount of public policy issues related to the zoning bylaw continues to demand attention from this department including the successful adoption of the sign bylaw in 2013 Special Town Meeting which will go into effect in 2014, and the development of zoning rules to address Registered Medical Marijuana will be put forward at Annual Town Meeting in 2014. Finally, the Economic Development Committee just completed its first year of activity and they have been extremely busy, seeing the Town achieve state stats as an "Economic Target Area" which gives the town more tools and leverage to attract and retain businesses.



**Programs & Services:****Director of Land Use Management**

1. Management and coordination role in permitting, inspections, enforcement, especially on complex multi-departmental projects
2. Dedicated support to Planning Board; Board of Appeals; Conservation Commission; Affordable Housing Trust Fund Committee; Affordable Housing Committee; Economic Development Committee and inter-municipal efforts such as regional economic development, investigation of regional housing services, and investigation of regional transportation services;
3. Direct support to town's Legal Counsel on various land use litigation
4. Improve financial reporting system for Performance Bonds, Developer Escrow accounts, and the Affordable Housing Trust Fund
5. 2012 Policy Priorities Assigned by Town Manager / Board of Selectmen
  - a) Economic development Economic Target Area status, continued work on Transportation Management issues
  - b) Rewrote sign bylaw and improve enforcement
  - c) Submit application for \$2.04 million public infrastructure grant
  - d) Interdepartmental coordination on: Green Communities, 12 North Main, Chamberlain Road House Move, Medical Marijuana dispensary zoning regulations

**Permitting / Program Assistant**

1. Administrative support to Planning, Conservation, Zoning and Permitting personnel
  - a) Coordination of payment of invoices and accounting for approximately 36 Conservation, Planning and Zoning developer escrow accounts containing more than \$101,000
  - b) Establishment, accounting, release and closeout of approximately 22 Planning and Zoning developer performance bonds containing more than \$466,000

- c) Payment of invoices and accounting for a range of other accounts including: Summer Village gift account; Minot's Corner gift account; and Affordable Housing Trust Fund
- d) As-needed daily support to Building Department, including answering the phone, scheduling inspections, and staffing the service counter
- e) Prepare and maintain procedural checklist for every Planning and Zoning Board permits
- f) Meeting packet preparation for Planning Board, Board of Appeals and Conservation Commission (~5 packets/month), and other Committees as directed

#### Assistant Planner

1. Support Town Planner and Conservation Planner to create and administer filings, legal notices, pre-application meetings with applicants, site visits, and other work as needed.

#### Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director of Land Use Management	1.0	EXEM	94,784.00		94,784.00
Asst. Planner	0.5	OPEIU	30,825.00		30,825.00
Permitting Program Asst	1.0	OPEIU	55,656.00	750.00	56,406.00
Intern / DMS Support			4,750.00		4,750.00
<b>Total Personal Services</b>	<b>2.5</b>		<b>186,015.00</b>	<b>750.00</b>	<b>186,765.00</b>

**171 Conservation****Mission Statement:**

The Conservation Commission's chief responsibilities are administering the State Wetlands Protection Act and local non-zoning wetlands bylaw, which primarily entails review of projects proposed to take place within 100 feet of wetlands to protect the important benefits and resource values provided by wetlands, and acquiring and managing land for the protection of the natural resources and watersheds of the town. The Commission has over 2,100 acres of town owned land in its care and custody, and is also responsible for overseeing compliance with 67 permanent Conservation Restrictions on over 1,700 acres of land. The Commission also has responsibility for overseeing the management of the facilities at East Boston Camps and the Hill Orchard.

**Description of Changes:**

The amount of land under the care and custody of the Conservation Commission has increased with the addition of the 23 acre O'Brien Farm Conservation Restriction, as well as a 5.36 acre conservation restriction at the Nashoba Valley Ski Area. 8 parcels of Tax Possession parcels totaling 36 acres have been transferred by vote of town meeting to conservation, along with the 40 acre Edwards Parcel off Tyngsboro Road, which has been voted to be transferred from the Board of Selectmen. The Conservation Department will benefit from the addition of a part-time Assistant Planner in the Permitting Department to allow more of the Conservation/Resource Planner's time to be spent overseeing the 2,000 acres of conservation land and trails, and ensuring enforcement of the State Wetlands Protection Act and local non-zoning wetlands bylaw.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
CONSERVATION COORDINATOR	73,135.85	75,623.00	78,194.00	78,194.00	78,194.00	78,194.00	3.40%
STIPEND	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
LONGEVITY	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>78,135.85</b>	<b>80,623.00</b>	<b>83,194.00</b>	<b>83,194.00</b>	<b>83,194.00</b>	<b>83,194.00</b>	<b>3.19%</b>
<b>EXPENSES</b>							
CONTRACTED CLERICAL SERVIC	2,500.00	6,720.00	-	-	-	-	-100.00%
OTHER PURCHASED SERVICES	378.77	300.00	300.00	300.00	300.00	300.00	0.00%
TRAVEL - MILEAGE	548.35	1,000.00	880.00	880.00	880.00	880.00	-12.00%
MEETINGS & CONFERENCES	345.00	350.00	350.00	350.00	350.00	350.00	0.00%
DUES AND MEMBERSHIPS	613.00	670.00	690.00	690.00	690.00	690.00	2.99%
CONSERVATION SUPPLIES		-	100.00	100.00	100.00	100.00	
ENCUMBRANCES	375.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>4,760.12</b>	<b>9,040.00</b>	<b>2,320.00</b>	<b>2,320.00</b>	<b>2,320.00</b>	<b>2,320.00</b>	<b>-74.34%</b>
Note-10,000 to be appropriated from Wetlands Receipts Reserved							
<b>DEPARTMENT TOTAL</b>	<b>82,895.97</b>	<b>89,663.00</b>	<b>85,514.00</b>	<b>85,514.00</b>	<b>85,514.00</b>	<b>85,514.00</b>	<b>-4.63%</b>

**Programs & Services:**

1. Issue permits and violations/enforcement certificates.
2. Advice to applicants regarding local and DEP permitting.
3. Sign off on issuance of building permits upon compliance with Orders of Conditions.
4. Litigation support to Town Counsel.
5. Departmental accounting (with Permitting/Program Assistant).
6. Compliance with public records and open meeting law – posting agendas, minutes and providing items to the public as requested under public records requests.

7. Lead staff works on conservation land acquisition.
8. Provide support staffing to enable both public use and fee-generating rental / lease of 300-acre East Boston Camps (EBC) property
  - a) Coordinate EBC rentals with recreation department
  - b) Lease portion of EBC to summer camp provider
9. Oversee over 2,000 acres of conservation land.
10. Work with Land and Trail Stewards.
11. Point of contact for land use volunteers such as Eagle Scouts, Westford Academy students and Westford citizens and businesses for projects such as invasive species removal.
12. Oversee of Day Land lease.
13. Oversee of Hill Orchard operations.
14. Maintain Town-owned land catalogue.

The 2009 Master Plan and the 2010 Open Space & Recreation Plan both include Action Items recommending the addition of capacity to manage the town's growing inventory of conservation land. The town has added nearly 360 acres of conservation land and/or conservation-restricted land since the 2010 adoption of the Open Space & Recreation Plan. These trends extend back at least since 2000, since time the acreage of land under the care and custody of the Conservation Commission has increased by 80%. In addition to this dramatic increase in land area, the transfer of the 287-acre East Boston Camps site from the Board of Selectmen to the Conservation Commission since its initial acquisition brought with it significant additional responsibilities related to oversight and management of more than 30 buildings on site. Work relative to EBC, including oversight of the contract Caretaker and response to public inquiries continues to occupy a significant portion of the Conservation/Planner's time from week to week, with periodic involvement from the Director of Land Use Management.

#### Personnel:

Position	FTE	Unit	Salary	Longevity	Stipend	Total
Conservation Coordinator	1.0	OPEIU	78,194.00	2,000.00	3,000.00	83,194.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>78,194.00</b>	<b>2,000.00</b>	<b>3,000.00</b>	<b>83,194.00</b>

**175 Planning Board****Mission Statement:**

The Town Planner provides a high level of services to two boards: the Planning Board and the Zoning Board of Appeals. Each of these boards hears applications and reviews public policies related to development and land management. Applicants rely on the Planner to assist them through the process and the boards rely on the professional guidance and recommendations for the applications that are before them. The Planner advises on matters of public policy, coordinates closely with other departments in development review and follow up to make sure that conditions of approval are followed. The Planner hosts the monthly technical review meetings, as a mechanism to insure interdepartmental coordination and open discussion amongst other departments.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN PLANNER	60,147.54	78,194.00	69,112.00	69,112.00	70,840.00	72,611.00	-11.61%
LONGEVITY		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>60,147.54</b>	<b>78,194.00</b>	<b>69,112.00</b>	<b>69,112.00</b>	<b>70,840.00</b>	<b>72,611.00</b>	<b>-11.61%</b>
<b>EXPENSES</b>							
CONTRACTED CLERICAL SERVIC	5,811.16	7,730.00	-	-	-	-	-100.00%
ADVERTISING - LEGAL	1,058.48	1,150.00	1,500.00	1,500.00	1,500.00	1,500.00	30.43%
REGISTRY EXPENSES	-	150.00	150.00	150.00	150.00	150.00	0.00%
BOOKS & SUBSCRIPTIONS	61.00	400.00	400.00	200.00	400.00	200.00	-50.00%
PLANNING STUDIES	2,271.50	5,606.00	14,000.00	14,000.00	14,000.00	14,000.00	149.73%
MEETINGS & CONFERENCES	1,452.86	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
DUES & MEMBERSHIPS	440.00	500.00	385.00	385.00	385.00	385.00	-23.00%
ENCUMBRANCES	565.05	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>11,660.05</b>	<b>17,536.00</b>	<b>18,435.00</b>	<b>18,235.00</b>	<b>18,435.00</b>	<b>18,235.00</b>	<b>3.99%</b>
<b>DEPARTMENT TOTAL</b>	<b>71,807.59</b>	<b>95,730.00</b>	<b>87,547.00</b>	<b>87,347.00</b>	<b>89,275.00</b>	<b>90,846.00</b>	<b>-8.76%</b>

**Description of Changes:**

The Planning Department will benefit from the addition of a part-time Assistant Planner in the Permitting Department to allow more of the Town Planner's time to be spent supporting Boards and Committees, and policy initiatives such as Master Plan implementation.

**Programs & Services:**

1. Sign off on issuance of building permits upon compliance with permit conditions.
2. Lead and facilitate monthly Technical Review meetings for departments involved in permitting or inspection of new development.
3. Dedicated support to Planning Board.
4. Coordination of construction inspection with Engineering and other Town Departments.
5. Periodic support to Affordable Housing Committee, Affordable Housing Trust Fund.
6. Sign permit staff reports to the Board of Selectmen; permitting coordination with Building Department.
7. Professional and procedural work related to Board and citizen-proposed zoning amendments.
8. Litigation support to Town Counsel.
9. Compliance with public records and open meeting law.
10. Work with Town Planner and Town Treasurer to transfer all accounting to QuickBooks.
11. Contribution to public policy initiatives such as staff support and drafting, community outreach activities relative to Registered. Marijuana Dispensaries (amendments anticipated for consideration at 2014 Annual Town Meeting).
12. Review for possible amendment - Subdivision roadway standards.
13. As-needed support to Board of Selectmen, Historical Commission.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Planner	1.0	OPEIU	69,112.00	-	69,112.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>69,112.00</b>	<b>-</b>	<b>69,112.00</b>



**176 Zoning Board of Appeals****Mission Statement:**

The Board of Appeals strives to provide timely and efficient permitting to applicants who seek relief from the zoning bylaw and to provide fair and open permits for projects coming in as 40B (Comprehensive Permits) which provide affordable housing. The Board is diligent in making sure that permit conditions and commitments from applicants are followed through.

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>EXPENSES</b>							
OTHER CONTRACTUAL SERVICES	3,333.36	4,200.00	-	-	-	-	-100.00%
OTHER CHARGES & EXPENSES	-	850.00	-	-	-	-	-100.00%
MEETINGS & CONFERENCES	-	500.00	500.00	500.00	500.00	500.00	0.00%
SPECIAL DEPT EXPENSES	-	-	-	-	-	-	
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>3,333.36</b>	<b>5,550.00</b>	<b>500.00</b>	<b>500.00</b>	<b>500.00</b>	<b>500.00</b>	<b>-90.99%</b>
<b>DEPARTMENT TOTAL</b>	<b>3,333.36</b>	<b>5,550.00</b>	<b>500.00</b>	<b>500.00</b>	<b>500.00</b>	<b>500.00</b>	<b>-90.99%</b>

**Description of Changes:**

There are no substantial changes to the 176 Zoning Board of Appeals budget. The Board is staffed by the Town Planner.

**Programs & Services:**

The Board of Appeals meets monthly to review applications seeking relief from the standards and provisions of the Zoning Bylaw and for certain Special Permits such as Accessory Dwelling Units. They also are the Special Permit Granting Authority for all wireless telecommunications facility applications and Comprehensive Permits (40B).

## 192 Town Hall

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
ADDITIONAL COVERAGE		-	8,879.00	8,879.00	8,879.00	8,879.00	
CUSTODIANS	41,457.00	33,294.00	33,294.00	33,294.00	33,294.00	33,294.00	0.00%
OVERTIME	2,496.40	3,500.00	3,500.00	3,500.00	4,000.00	4,000.00	0.00%
LONGEVITY	750.00	750.00	750.00	750.00	1,000.00	1,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>44,703.40</b>	<b>37,544.00</b>	<b>46,423.00</b>	<b>46,423.00</b>	<b>47,173.00</b>	<b>47,173.00</b>	<b>23.65%</b>
<b>EXPENSES</b>							
CLOTHING ALLOWANCE	540.00	540.00	540.00	540.00	540.00	540.00	0.00%
ELECTRICITY	23,811.11	26,227.00	24,000.00	24,000.00	24,000.00	24,000.00	-8.49%
HEATING FUEL	5,549.83	10,000.00	7,500.00	7,500.00	7,500.00	7,500.00	-25.00%
WATER	1,402.25	1,700.00	1,700.00	1,700.00	1,700.00	1,700.00	0.00%
BUILDING MAINTENANCE	4,252.94	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
GROUNDS MAINTENANCE	5,266.80	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
VEHICLE MAINTENANCE	2,755.84	700.00	850.00	850.00	850.00	850.00	21.43%
EQUIPMENT MAINTENANCE	3,167.74	4,000.00	4,400.00	4,400.00	4,400.00	4,400.00	10.00%
OFFICE EQUIPMENT MAINTENANCE	-	800.00	-	-	-	-	-100.00%
BLDG MAINT SVCS - HVAC	5,832.00	7,500.00	7,000.00	7,000.00	7,000.00	7,000.00	-6.67%
BLD MAINT SVCS - GENERATOR &	625.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
BLDG MAINT SVCS - ELEVATOR	835.53	1,500.00	2,000.00	2,000.00	2,000.00	2,000.00	33.33%
BLD MAINT SVCS - FIRE/ALARM	999.00	900.00	1,000.00	1,000.00	1,100.00	1,200.00	11.11%
POSTAGE METER RENTAL	2,146.40	2,800.00	2,800.00	2,800.00	2,800.00	2,800.00	0.00%
POSTAGE	21,226.00	19,500.00	22,000.00	22,000.00	22,000.00	22,000.00	12.82%
GASOLINE	552.11	610.00	610.00	610.00	610.00	610.00	0.00%
COPIER SUPPLIES	4,099.14	5,400.00	5,000.00	5,000.00	5,000.00	5,000.00	-7.41%
CUSTODIAL/CLEANING SUPPLIES	2,044.99	1,600.00	1,800.00	1,800.00	1,800.00	1,800.00	12.50%
BOTTLED WATER	619.31	600.00	650.00	650.00	650.00	650.00	8.33%
ENCUMBRANCES	8,037.99	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>93,763.98</b>	<b>101,377.00</b>	<b>98,850.00</b>	<b>98,850.00</b>	<b>98,950.00</b>	<b>99,050.00</b>	<b>-2.49%</b>
<b>DEPARTMENT TOTAL</b>	<b>138,467.38</b>	<b>138,921.00</b>	<b>145,273.00</b>	<b>145,273.00</b>	<b>146,123.00</b>	<b>146,223.00</b>	<b>4.57%</b>

**Description of Changes:**

- Additional Coverage line item was added to provide an evening building supervisor for the Town Hall to help improve building security during public meetings.
- Office Equipment Maintenance line item was eliminated and \$400 was transferred to Equipment Maintenance line item.

**Programs & Services:**

The following departments are located in Town Hall: Town Manager, Town Accountant, Budget Director, Assessors, Treasurer/Collector, Human Resources, Town Clerk, Permitting, Conservation, Planning, Building, and the Board of Health. The Town Hall also contains the archive center and vault for official town records.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Cutodian	0.8	CWA	33,294.00	750.00	34,044.00
Overtime			3,500.00		3,500.00
Additional Coverage			8,879.00		8,879.00
<b>Total Personal Services</b>	<b>0.8</b>		<b>45,673.00</b>	<b>750.00</b>	<b>46,423.00</b>

**Other Information:**

The Town Hall is open Monday through Friday from 8 AM to 4 PM.

**199 Public Buildings & Properties Maintenance**

**Mission Statement:** The mission of the Public Buildings and Properties Maintenance budget is to support the preservation of town facilities and prevent costly repairs through proactive planning and cost-effective use of public resources.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
PROJECT INSPECTOR - FACILITIES		31,125.00	31,125.00	31,125.00	31,125.00	31,125.00	0.00%
CUSTODIAN		8,324.00	8,324.00	8,324.00	8,324.00	8,324.00	0.00%
OVERTIME		-	1,250.00	1,250.00	1,250.00	1,250.00	
LONGEVITY		250.00	250.00	250.00	250.00	250.00	0.00%
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>39,699.00</b>	<b>40,949.00</b>	<b>40,949.00</b>	<b>40,949.00</b>	<b>40,949.00</b>	<b>3.15%</b>
<b>EXPENSES</b>							
ELECTRICITY		2,000.00	500.00	500.00	500.00	500.00	-75.00%
HEATING FUEL		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
BUILDING MAINTENANCE		-	250.00	250.00	250.00	250.00	0.00%
BLDG MAINT SVCS - HVAC		500.00	500.00	500.00	500.00	500.00	0.00%
BLDG MAINT SVCS -PLUMBING		500.00	500.00	500.00	500.00	500.00	0.00%
BLDG MAINT SVCS -ELECTRICAL		1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
BLDG MAINT SVCS -PAINT		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
BLDG MAINT SVCS -ROOF		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
CONTRACTED SERVICES		4,000.00	2,000.00	2,000.00	2,000.00	2,000.00	-50.00%
GROUNDS MAINTENANCE		-	1,000.00	1,000.00	3,000.00	3,000.00	
SECURITY IMPROVEMENTS		-	1,000.00	1,000.00	1,000.00	1,000.00	
TRAINING		-	1,500.00	1,500.00	1,500.00	1,500.00	
BILL OF PRIOR YEAR	1,770.13	-	-	-	-	-	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,770.13</b>	<b>15,500.00</b>	<b>15,750.00</b>	<b>15,750.00</b>	<b>17,750.00</b>	<b>17,750.00</b>	<b>1.61%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,770.13</b>	<b>55,199.00</b>	<b>56,699.00</b>	<b>56,699.00</b>	<b>58,699.00</b>	<b>58,699.00</b>	<b>2.72%</b>

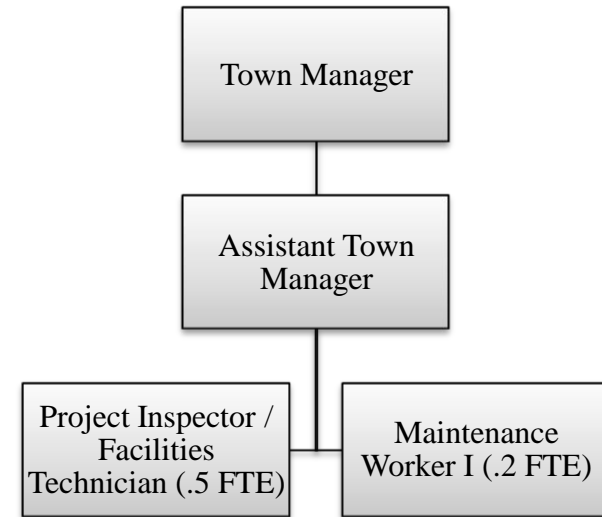
**Description of Changes:**

The Contracted Services line item was reduced by \$2,000 which was used to fund new line items: Security Improvements and Grounds Maintenance. Overtime funds were added for snow removal and supervision of contractors outside of normal working hours. Funding was also added to provide procurement training for the Project Inspector.

**Goals:**

- Continue the roof inspection preventative maintenance program that was funded through a grant at the end of FY13.
- Coordinate consolidated effort to implement security upgrades in town buildings.
- Fund energy efficiency upgrades identified through audits using incentives from National Grid.

### Public Buildings & Properties Maintenance 2014

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Project Inspector - Facilities Tech	0.5	CWA	31,125.00	250.00	31,375.00
Custodian	0.2	CWA	8,324.00		8,324.00
Overtime			1,250.00		1,250.00
<b>Total Personal Services</b>	<b>0.7</b>		<b>40,699.00</b>	<b>250.00</b>	<b>40,949.00</b>

## Public Safety

### 210 Police Department

#### **Mission Statement:**

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. As a regulatory agency of local government, the police department has the direct responsibility for the preservation of public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as closely as possible approach that ideal.

#### **Goals:**

- Work with both Town and School Departments to improve building security.
- Increase pedestrian safety through enforcement, education and awareness.
- Apply for reimbursement for all unfunded mandates and pursue grant opportunities.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
POLICE CHIEF	125,029.96	129,094.00	131,676.00	131,676.00	134,968.00	134,968.00	2.00%
DEPUTY CHIEF	107,984.57	108,074.00	108,074.00	108,074.00	108,488.00	108,074.00	0.00%
CAPTAIN	168,764.06	182,107.00	186,511.00	186,511.00	187,226.00	186,511.00	2.42%
LIEUTENANTS	313,915.06	319,112.00	322,910.00	322,910.00	323,838.00	322,910.00	1.19%
SERGEANTS	464,388.75	475,399.00	475,262.00	475,262.00	486,373.00	488,358.00	-0.03%
PATROLMEN	1,388,663.46	1,524,541.00	1,521,135.00	1,521,135.00	1,548,395.00	1,548,970.00	-0.22%
UNIFORMED DISPATCH PERS	254,787.00	268,021.00	274,344.00	274,344.00	279,526.00	283,270.00	2.36%
OFFICE MANAGER	55,441.98	55,655.00	55,656.00	55,656.00	55,869.00	55,656.00	0.00%
RECORDS SUPERVISOR-ADMINIS'	55,369.65	55,583.00	55,583.00	55,583.00	55,796.00	55,583.00	0.00%
RECORDS SUPERVISOR-OPERATI	47,916.00	55,583.00	55,583.00	55,583.00	55,796.00	55,583.00	0.00%
OPERATIONS ADMINISTRATOR	60,032.80	68,406.00	70,731.00	70,731.00	73,417.00	75,623.00	3.40%
MAINTENANCE WORKER II	47,299.20	47,482.00	47,482.00	47,482.00	47,634.00	47,482.00	0.00%
MISC-ADD'L COMPENSATION	-	-	-	-	-	-	
QUINN BILL	400,957.99	447,792.00	446,596.00	446,596.00	454,050.00	453,932.00	-0.27%
OVERTIME	286,319.61	248,105.00	278,105.00	278,105.00	278,105.00	278,105.00	12.09%
COURT APPEARANCES	26,523.07	27,816.00	27,816.00	27,816.00	27,816.00	27,816.00	0.00%
SPECIAL DETAILS	13,614.07	16,953.00	16,953.00	16,953.00	16,953.00	16,953.00	0.00%
TRAINING WAGES	35,218.50	50,500.00	50,500.00	50,500.00	50,500.00	50,500.00	0.00%
SHIFT DIFFERENTIAL	47,828.23	54,433.00	54,433.00	54,433.00	54,433.00	54,433.00	0.00%
SPECIALTY STIPENDS	4,000.00	4,000.00	3,500.00	3,500.00	3,500.00	3,500.00	-12.50%
STIPEND / ACCREDITATION	57,464.05	61,464.00	60,681.00	60,681.00	60,681.00	60,681.00	-1.27%
HOLIDAY PAY	95,644.33	109,078.00	106,230.00	106,230.00	107,648.00	108,584.00	-2.61%
LONGEVITY	43,750.00	45,500.00	48,500.00	48,500.00	52,250.00	54,750.00	6.59%
RETIREMENT NOTICE INCENTIVE	3,120.00	2,860.00	2,860.00	2,860.00	2,860.00	2,860.00	0.00%
SICK TIME INCENTIVE	-	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
COMP TIME BUYOUT	-	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>4,104,032.34</b>	<b>4,366,558.00</b>	<b>4,410,121.00</b>	<b>4,410,121.00</b>	<b>4,475,122.00</b>	<b>4,484,102.00</b>	<b>1.00%</b>

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
PSYCHE/MED TESTING	3,601.99	3,144.00	3,144.00	3,144.00	3,144.00	3,144.00	0.00%
UNIFORM ALLOWANCES	54,174.35	59,265.00	59,265.00	59,265.00	59,265.00	59,265.00	0.00%
ELECTRICITY	67,546.62	71,000.00	75,104.00	75,104.00	75,104.00	75,104.00	5.78%
NATURAL GAS	14,905.45	26,000.00	19,629.00	19,629.00	19,629.00	19,629.00	-24.50%
GENERATOR FUEL - DIESEL	192.21	2,480.00	600.00	600.00	2,480.00	2,480.00	-75.81%
WATER	3,290.93	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	0.00%
MAINTENANCE BLDG & GRD	33,866.42	37,986.00	37,986.00	37,986.00	37,986.00	37,986.00	0.00%
VEHICLE MAINTENANCE	52,657.82	43,500.00	51,880.00	51,880.00	50,000.00	50,000.00	19.26%
EQUIPMENT MAINTENANCE	14,058.46	30,565.00	30,565.00	30,565.00	30,565.00	30,565.00	0.00%
COMMUNICATION EQUIP	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
TRAINING CLASSES	23,637.14	24,319.00	24,319.00	24,319.00	24,319.00	24,319.00	0.00%
POSTAGE	870.73	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
ADVERTISING-LEGAL	177.76	400.00	400.00	400.00	400.00	400.00	0.00%
GASOLINE	112,357.70	112,760.00	119,112.00	119,112.00	119,112.00	119,112.00	5.63%
OFFICE SUPPLIES	6,476.16	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
OFFICE FURNITURE	-	-	7,000.00	7,000.00	3,000.00	-	0.00%
BULLET PROOF VESTS	6,600.00	5,600.00	3,200.00	3,200.00	3,200.00	15,200.00	-42.86%
PRISIONER MEALS	75.20	200.00	200.00	200.00	200.00	200.00	0.00%
FIREARMS SUPPLIES	9,405.55	9,406.00	18,000.00	18,000.00	18,000.00	18,000.00	91.37%
PHOTOGRAPHIC	2,096.92	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
BOOKS & SUBSCRIPTIONS	1,381.74	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
MEETINGS & CONFERENCES	3,100.06	3,059.00	3,059.00	3,059.00	3,059.00	3,059.00	0.00%
DUES & MEMBERSHIPS	6,885.73	6,392.00	6,892.00	6,892.00	6,392.00	6,392.00	7.82%
NEMLEC	5,482.83	6,745.00	6,745.00	6,745.00	6,745.00	6,745.00	0.00%
VEHICLES/CRUISERS	33,380.00	121,804.00	157,804.00	157,804.00	157,804.00	157,804.00	29.56%
ENCUMBRANCES	6,909.20	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>468,130.97</b>	<b>589,725.00</b>	<b>650,004.00</b>	<b>650,004.00</b>	<b>645,504.00</b>	<b>654,504.00</b>	<b>10.22%</b>
<b>DEPARTMENT TOTAL</b>	<b>4,572,163.31</b>	<b>4,956,283.00</b>	<b>5,060,125.00</b>	<b>5,060,125.00</b>	<b>5,120,626.00</b>	<b>5,138,606.00</b>	<b>2.10%</b>



**Description of Changes:**

- **Personal Services:**

- No new additional staff requested.
- Any increases in the individual personnel lines are due to overtime and contractual agreements (step increase and longevity).
- Overtime was increased by \$30,000.00 due to the FY13 tracking and additional calls for service (see calls for service matrix). It should be noted that if the State does not fund the 911 grant we will likely be seeking additional money. Typically the 911 Support and the 911 Training grant awards occur in September and are NOT guaranteed.

- **Expenses:**

- Vehicle maintenance: increased by \$8,380.00. This was due to an aging fleet and is consistent with FY13 tracking.
- Bullet proof vests: reduced by \$2,400 due to the replacement schedule which calls for only four vests at this time. Vests are replaced every five years.  
This is subject to change if an officer should leave the department then the replacement officer would need a new vest. No allowance made for officers leaving.
- Firearms: increased \$8,594.00. This is due to the recent changes in mandatory firearms qualifications required by the State. The number of rounds required for officers to pass qualifications was increased by 150%. Example; the ten round shotgun qualification now consists of twenty five rounds in order for an officer to pass qualifications.
- Dues and Memberships: increased by \$500 based on Fy13 tracking.
- Generator Fuel: reduced by \$1,880.
- Gasoline: Increased by \$6,352 .
- Cruisers: Funding for four vehicles. Plan is to purchase 4x4 vehicles to replace the older 4x4 vehicles. The older vehicles are out of warranty and very costly to repair. One is a refurbished 1999 4x4 acquired from the Water Dept. The FY 14 increase in personnel has also added to the usage of our current fleet.
- Electricity: increased \$4,104 based on four year average usage.
- Natural Gas: reduced \$5,436.74 based on four year average plus 5% for market fluctuation.

**FY 15 Budget Conclusions:**

The overall FY 15 police budget has a small increase of 2.10%. As the town continues to grow, the police department experiences an increase in calls for service, traffic problems, crime, as well as an increase in non-criminal complaints. The police department logged 28,022 entries of calls for service and officer initiated actions for FY 13. The department actively seeks grant monies to help augment the budget but this has been very challenging since grants have been in high demand from larger departments who typically receive grants over smaller departments. The state has also increased its mandates in training without providing any additional funding to the communities.

**Programs & Services:**

**PATROL DIVISION:** The patrol division consists of the uniformed officers responsible for responding to emergency calls for service such as a car crash, medical, burglar and bank alarms, domestic disputes, safety hazards, and many others. When not responding to emergency and non-emergency calls the officers are responsible for patrolling specific areas of town in order to reduce the opportunity for individuals to commit crime and create disorder.

**SPECIAL SERVICES DIVISION:** The Special Services Division (SSD) is responsible for the investigation of major crimes, crimes against a person such as murder, assault, sexual assault, armed robbery, and narcotics violations. The investigation of crimes against property is also investigated by the Special Services Division, such as breaking and entering, major larcenies, burglary, computer crimes, identity theft, and many others.

**COMMUNITY SERVICES OFFICER:** The Community Services Officer serves as a liaison between the police department and the public to work together to identify and deter crime on a community-wide basis. The Community Service Officer coordinates programs and works with town committees, business groups, community organizations, and individuals toward a common goal of crime prevention and safety.

**K-9 OFFICER:** The K-9 officer and his partner(s) respond to calls where a K-9 will produce better, quicker and safer results. The K-9 team is used to conduct building searches, tracking of suspects, locate lost or missing persons, locate criminal evidence, and for the detection of concealed narcotics. The Westford K-9 program was able to restart in 2011 as a result of donations from local residents and businesses. Many of the expenses associated with the dogs (food, vet care, equipment) are donated by local businesses and

residents. The original gift account that was established in 2011 to restart the program is still being contributed to and drawn upon to support this very effective program.

FAMILY SERVICES DETECTIVE: The Family Services Detective is supervised by the Special Services Division Commander. The duties of the Family Services Detective include but are not limited to tracking and investigating domestic violence cases, serving and tracking Domestic and Harassment Restraining orders, investigating crimes against the elderly and juveniles. In FY 12 alone the Family Services Detective followed up on 224 domestic violence cases.

TRAFFIC OFFICER: Although all Westford Police officers enforce the traffic laws of the town and state, it is the Traffic Officer's primary responsibility for developing and improving traffic safety throughout Westford. Officer Scott Hyder is the department's traffic officer. In addition to specialized traffic enforcement training, Officer Hyder has recently been federally certified to perform compliance inspections on all commercial motor vehicles. The requirements and testing for federal certification are rigorous and time consuming, but we in the police department believe it will go a long way in calming, regulating and improving traffic safety.

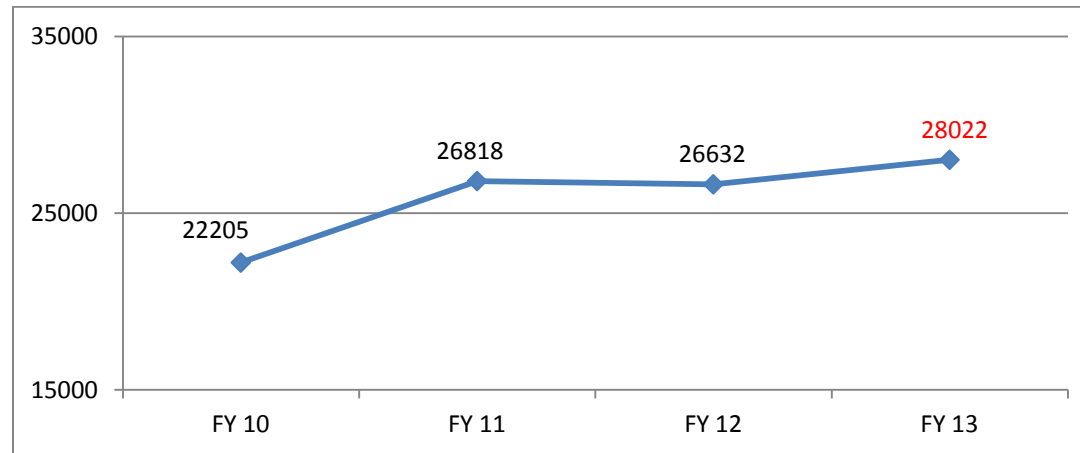
SCHOOL RESOURCE OFFICER: The School Resource Officer (SRO) program in Westford was discontinued in 2008 because the police department could no longer commit a police officer full-time to the schools. The SRO was moved to the patrol division in response to the ever increasing calls for police service. In 2012 Nashoba Tech and Westford Academy have each asked to have an SRO assigned in their respective schools and they have agreed to fully fund the position from their school budgets. The SROs assigned will be experienced officers and the uniformed patrol assignments that they vacate will be filled by newly hired officers. The mission of the SROs is to improve school safety and the educational climate at the school. The SROs will derive his/her authority, direction, and supervision from the Chief of Police or his designee. The SROs will be responsible for criminal law issues and will assist school personnel in implementing and managing the day to day operations of an effective safety and security program.

BIKE PATROL: Bicycle Patrol Officers are deployed as part of the patrol division to supplement cruiser patrols. Bike officers perform the same duties and have the same responsibilities as officers assigned to police cruisers. Most often bike officers perform directed enforcement patrols in areas such as East Boston Camps, Kennedy Pond, and the Bruce Freeman Rail Trail. At other times a bike officer will patrol the rte. 110 business area when the response of a bike officer to an emergency proves to be much faster than that of a police cruiser because of traffic congestion in that area.

**PROJECT LIFESAVER:** The police department's Project Lifesaver program continues to be a very effective service for the residents of Westford. Project Lifesaver uses state of the art technology in tracking wandering victims of Autism, Down Syndrome as well Alzheimer's and all related mental disabilities for people of all ages. A wrist watch sized device worn by the person who has become lost transmits a guidance signal to a receiver monitored by the police department allowing trained officers to narrow the search pattern based on the transmitted signal. Project Lifesaver can be activated within minutes of the police department receiving the initial call of a lost person and has proven to be very effective in locating lost and disoriented persons.

**Other Information:**

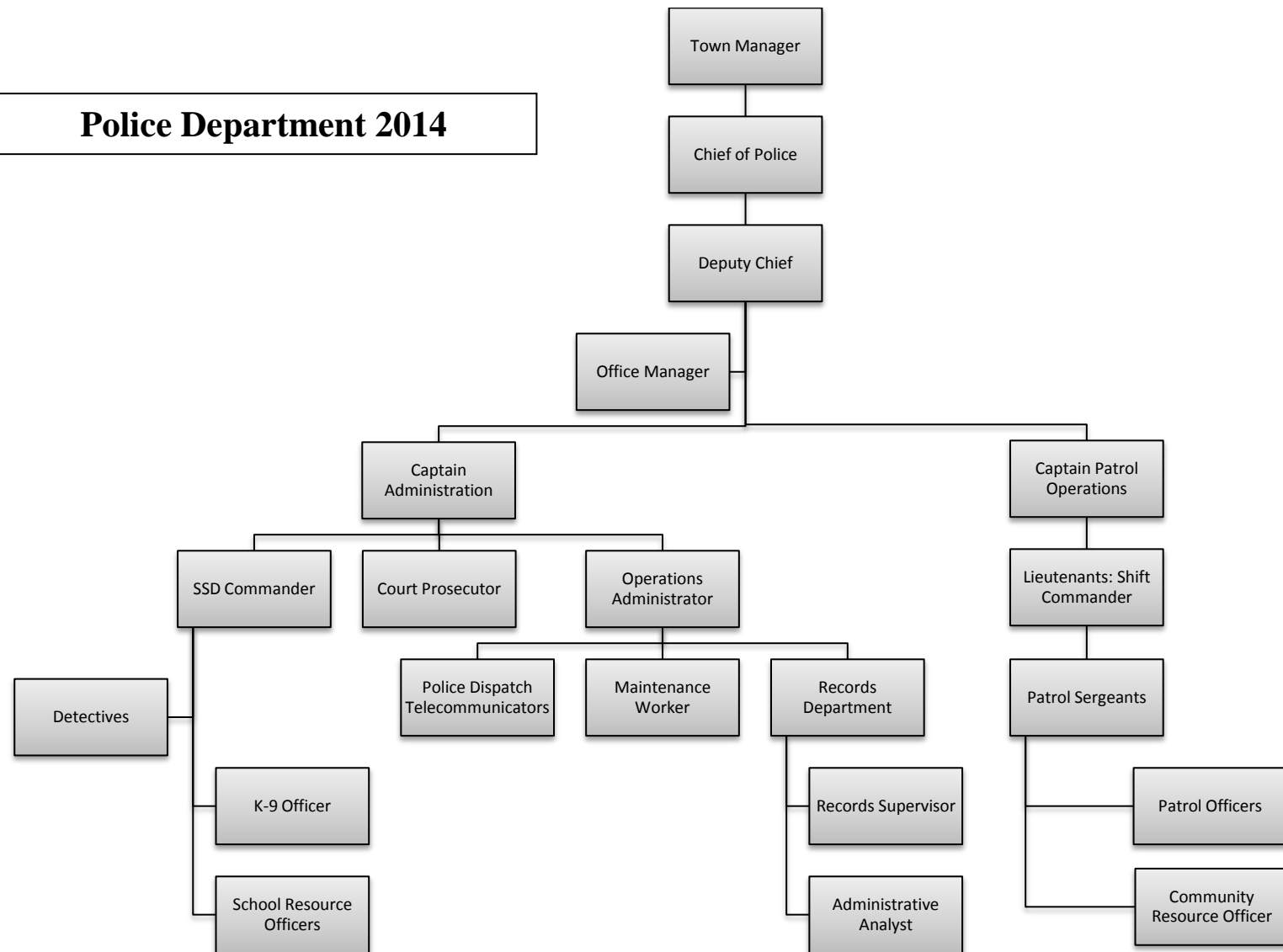
## WESTFORD POLICE DEPARTMENT ACTIVITY



**Fiscal year Officer initiated actions and calls for service.**

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Accreditation</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Police Chief	1.0	EXEM	131,676.00	2,000.00	1,500.00	32,919.00	3,027.00	171,122.00
Deputy Police Chief	1.0	WSO	108,074.00	2,000.00	1,500.00	27,019.00		138,593.00
Captain	2.0	WSO	186,511.00	3,000.00	3,000.00	41,965.00		234,476.00
Lieutenant	4.0	WSO	322,910.00	7,000.00	6,000.00	76,691.00		412,601.00
Sergeant	7.0	WPA	475,262.00	6,250.00	7,000.00	91,241.00	21,366.00	601,119.00
Patrolman	29.0	WPA	1,521,135.00	18,000.00	29,000.00	176,763.00	68,384.00	1,813,282.00
Telecommunicator	7.0	CWA	274,344.00	2,250.00	9,681.00		13,455.00	299,730.00
Office Manager	1.0	OPEIU	55,655.00	2,500.00	600.00			58,755.00
Records Supervisor Admin	1.0	CWA	55,583.00	2,000.00	600.00			58,183.00
Records Supervisor Operatic	1.0	CWA	55,583.00	1,000.00	600.00			57,183.00
Operations Administrator	1.0	OPEIU	70,731.00	2,000.00	600.00			73,331.00
Maintenance Worker II	1.0	CWA	47,482.00	500.00	600.00			48,582.00
Overtime			278,105.00					278,105.00
Court Appearances			27,816.00					27,816.00
Special Details			16,953.00					16,953.00
Training Wages			50,500.00					50,500.00
Shift Differential			54,433.00					54,433.00
Specialty Stipends			3,500.00					3,500.00
Retirement Notice Incentive			2,860.00					2,860.00
Sick Time Incentive			3,500.00					3,500.00
Comp Time Buyout			5,500.00					5,500.00
<b>Total Personal Services</b>	<b>56.0</b>		<b>3,748,113.00</b>	<b>48,500.00</b>	<b>60,681.00</b>	<b>446,598.00</b>	<b>106,232.00</b>	<b>4,410,124.00</b>

**Police Department 2014**

**220 Fire Department****Mission Statement:**

**Our Purpose:** Is to develop a team of dedicated professionals bound together for the purpose of protecting lives and property within our community.

**Our Mission:** Is to strive to make Westford a safe place to work, live and be educated in by reducing human suffering caused by fires, sudden illnesses, accidents, hazardous material releases or by manmade or natural disasters.

**To achieve this, our department will:**

- Provide training for Department members to become increasingly knowledgeable and proficient in the areas of public education, fire prevention, fire suppression, emergency medical services, rescue and other related activities.
- Provide its members with the necessary equipment and supplies to safely perform their duties.
- Develop and provide educational programs to educate our customers as to the extent of the fire, rescue and medical services provided by this department; promote the deterrence of fire through proactive measures vs. reactive service and to encourage fire safe and fire smart activities.
- Maintain and decrease response time of fire protection, rescue and emergency medical services that the customers have come to expect.
- Ensure that the highest level of service is obtained from the resources at the department's disposal.

**Goals:**

- To establish a vehicle maintenance and tire replacement schedule to be able to better anticipate preventative maintenance expenses.
- To increase training regarding Rapid Intervention Teams (RIT) so that all emergency response personnel on all shifts are proficient.

**Description of Changes:**

- Fire Overtime increased 3.41% to reflect the actual FY13 amount, in order to maintain a safe level of staffing.
  - The overtime for FY13 was over by 7.8%, there were 8,196 overtime hours at an average rate of \$40.14 budgeted and 8,842 were filled.

- Call Firefighters increased by 100% or \$5,000 to reflect the actual FY13 amount.
- For FY15 we are shifting \$2,000 from the Ambulance Enterprise budget to the Fire Department budget to reflect the increased need for call Firefighters versus Call EMTs.
- The trend has been that Firefighters are seeking additional education. A request was sent to all full-time Fire department personnel requesting information on any changes to their education status before 9/30/14, such as college classes, degrees, and approved certificates. Currently we are analyzing this new data. This reflects an increase of 18.56% in Fire Educational and an increase of 18.99% in Ambulance Educational.
- The Training budget is increased by 9.98% in FY15 to allow the training Captain to work with each of the shifts to make sure the Fire Department meets the new State standard for RIT (Rapid Intervention Teams). This increase allows the training Captain to work with each shift for 12 hours.
- The Vehicle Maintenance and Tire & Tube Accounts reflect estimates in our 3-year Preventative Maintenance / Tire budgets. These estimates took into consideration previous history maintenance and the age of the fleet.



	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
FIRE CHIEF	124,735.54	125,983.00	120,739.00	120,739.00	123,757.00	123,757.00	-4.16%
FIRE PREVENTION OFFICER	64,001.60	64,248.00	64,248.00	64,248.00	64,494.00	64,248.00	0.00%
CAPTAINS	232,280.49	281,789.00	281,790.00	281,790.00	284,608.00	283,522.00	0.00%
FIREFIGHTERS	1,314,789.25	1,317,479.00	1,302,790.00	1,302,790.00	1,313,416.00	1,312,634.00	-1.11%
CALL FIREFIGHTERS	13,035.99	5,000.00	10,000.00	10,000.00	10,000.00	10,000.00	100.00%
FIRE ALARM OPERATORS	180,677.01	183,484.00	183,504.00	183,504.00	185,396.00	185,916.00	0.01%
OFFICE MANAGER	55,441.97	55,655.00	55,656.00	55,656.00	55,869.00	55,656.00	0.00%
OVERTIME	319,530.88	309,444.00	320,000.00	320,000.00	309,444.00	309,444.00	3.41%
HOLIDAY OVERTIME	29,595.34	35,363.00	35,363.00	35,363.00	35,363.00	35,363.00	0.00%
TRAINING	13,788.23	11,662.00	12,826.00	12,826.00	12,826.00	12,826.00	9.98%
SHIFT DIFFERENTIAL	5,772.50	5,824.00	5,840.00	5,840.00	5,840.00	5,840.00	0.27%
EDUCATION INCENTIVE	108,228.42	127,810.00	133,021.00	133,021.00	133,414.00	133,172.00	4.08%
EMT STIPENDS	83,328.51	83,622.00	89,931.00	89,931.00	90,329.00	90,588.00	7.54%
HOLIDAY PAY	82,211.92	84,338.00	83,479.00	83,479.00	83,982.00	84,217.00	-1.02%
LONGEVITY	35,250.00	34,750.00	36,000.00	36,000.00	38,750.00	41,000.00	3.60%
<b>CATEGORY TOTAL</b>	<b>2,662,667.65</b>	<b>2,726,451.00</b>	<b>2,735,187.00</b>	<b>2,735,187.00</b>	<b>2,747,488.00</b>	<b>2,748,183.00</b>	<b>0.32%</b>

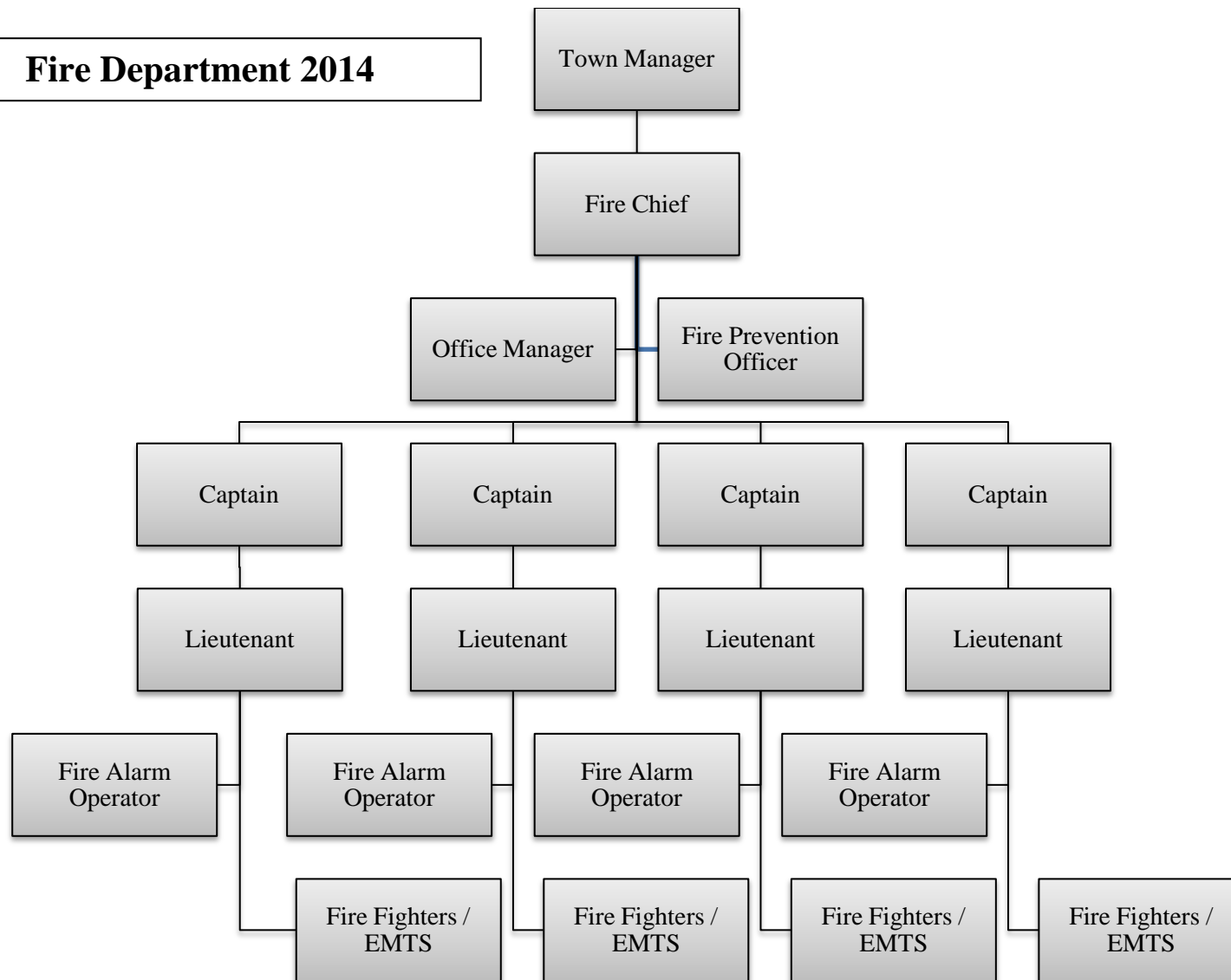
	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	27,469.45	27,470.00	27,770.00	27,770.00	27,770.00	27,770.00	1.09%
ELECTRICITY	18,494.23	24,000.00	16,066.00	16,066.00	16,066.00	16,066.00	-33.06%
NATURAL GAS	6,267.37	10,000.00	7,325.00	7,325.00	7,508.00	7,696.00	-26.75%
WATER	3,176.07	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
SEWER/SEPTIC	-	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
BUILDING MAINTENANCE	20,765.61	11,500.00	17,500.00	17,500.00	17,938.00	18,386.00	52.17%
GROUND MAINTENANCE	841.09	1,000.00	1,000.00	1,000.00	1,025.00	1,050.00	0.00%
VEHICLE MAINTENANCE	19,293.58	16,000.00	20,000.00	20,000.00	20,500.00	21,013.00	25.00%
OFFICE EQUIPMENT MAINT	1,801.18	2,000.00	-	-	-	-	-100.00%
EQUIPMENT MAINTENANCE	-	-	2,300.00	2,300.00	2,358.00	2,417.00	
COMMUNICATIONS EQUIP	6,244.97	6,200.00	6,200.00	6,200.00	6,355.00	6,514.00	0.00%
POSTAGE	462.24	850.00	850.00	850.00	850.00	850.00	0.00%
PORTABLE RADIOS	3,836.35	6,600.00	6,600.00	6,600.00	6,765.00	6,934.00	0.00%
ADVERTISING-LEGAL	335.32	400.00	400.00	400.00	410.00	420.00	0.00%
PRINTING SERVICES	760.64	500.00	500.00	500.00	513.00	520.00	0.00%
FIRE ALARM PURCHASED SERVIC	32,357.47	25,000.00	32,000.00	32,000.00	32,800.00	33,620.00	28.00%
GASOLINE	30,940.42	33,858.00	37,222.00	37,222.00	38,153.00	39,107.00	9.94%
OFFICE SUPPLIES	1,130.51	1,000.00	1,000.00	1,000.00	1,025.00	1,051.00	0.00%
COPIER SUPPLIES	229.69	300.00	-	-	-	-	-100.00%
HARDWARE SUPPLIES	400.75	400.00	400.00	400.00	410.00	420.00	0.00%
PROTECTIVE CLOTHING	27,098.08	29,700.00	45,866.00	45,866.00	45,866.00	26,908.00	54.43%
BUILDING MAINTENANCE SUPPL	458.61	500.00	500.00	500.00	513.00	525.00	0.00%
CUSTODIAL / CLEANING SUPPLIE	5,372.83	3,500.00	3,500.00	3,500.00	3,588.00	3,677.00	0.00%
VEHICULAR PARTS & ACCESSOR	16,099.50	11,750.00	15,000.00	15,000.00	15,375.00	15,759.00	27.66%
VEHICULAR TIRES & TUBES	10,658.00	3,000.00	19,170.00	19,170.00	19,649.00	20,140.00	539.00%
BOTTLED WATER	2,293.25	1,000.00	2,200.00	2,200.00	2,255.00	2,311.00	120.00%
FIREFIGHTING SUPPLIES	15,523.32	11,500.00	14,000.00	14,000.00	14,350.00	14,709.00	21.74%
TRAVEL-MILEAGE	1,715.28	400.00	1,000.00	1,000.00	1,025.00	1,051.00	150.00%
MEETINGS & CONFERENCES	2,141.60	3,500.00	2,345.00	2,345.00	2,404.00	2,464.00	-33.00%
DUES & MEMBERSHIPS	3,188.26	5,000.00	5,000.00	5,000.00	5,125.00	5,253.00	0.00%
ENCUMBRANCES	3,333.25	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>262,688.92</b>	<b>241,928.00</b>	<b>290,714.00</b>	<b>290,714.00</b>	<b>295,596.00</b>	<b>281,631.00</b>	<b>20.17%</b>
<b>DEPARTMENT TOTAL</b>	<b>2,925,356.57</b>	<b>2,968,379.00</b>	<b>3,019,671.00</b>	<b>3,019,671.00</b>	<b>3,036,759.00</b>	<b>3,023,488.00</b>	<b>1.73%</b>

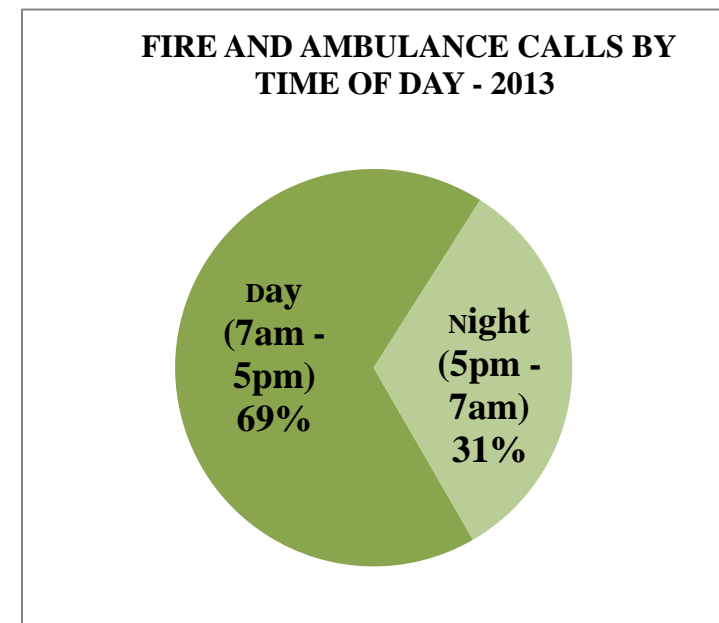
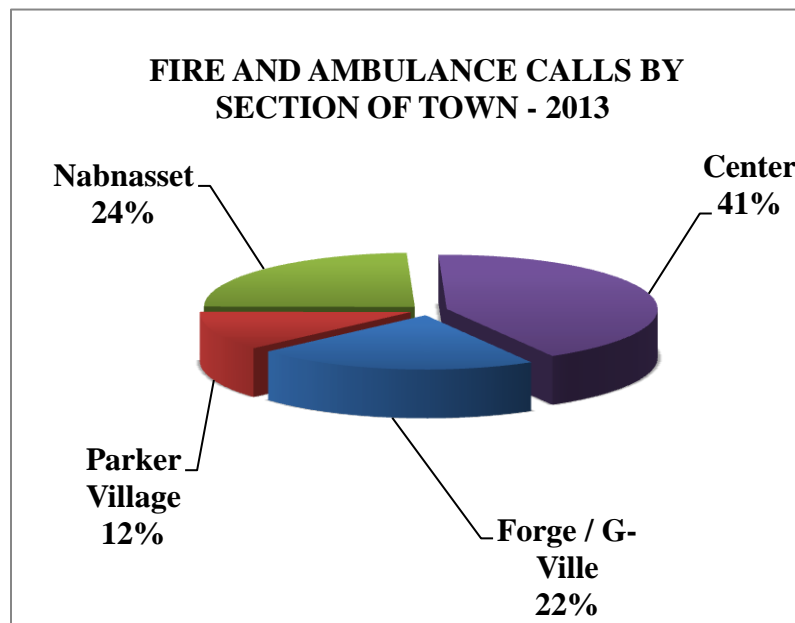
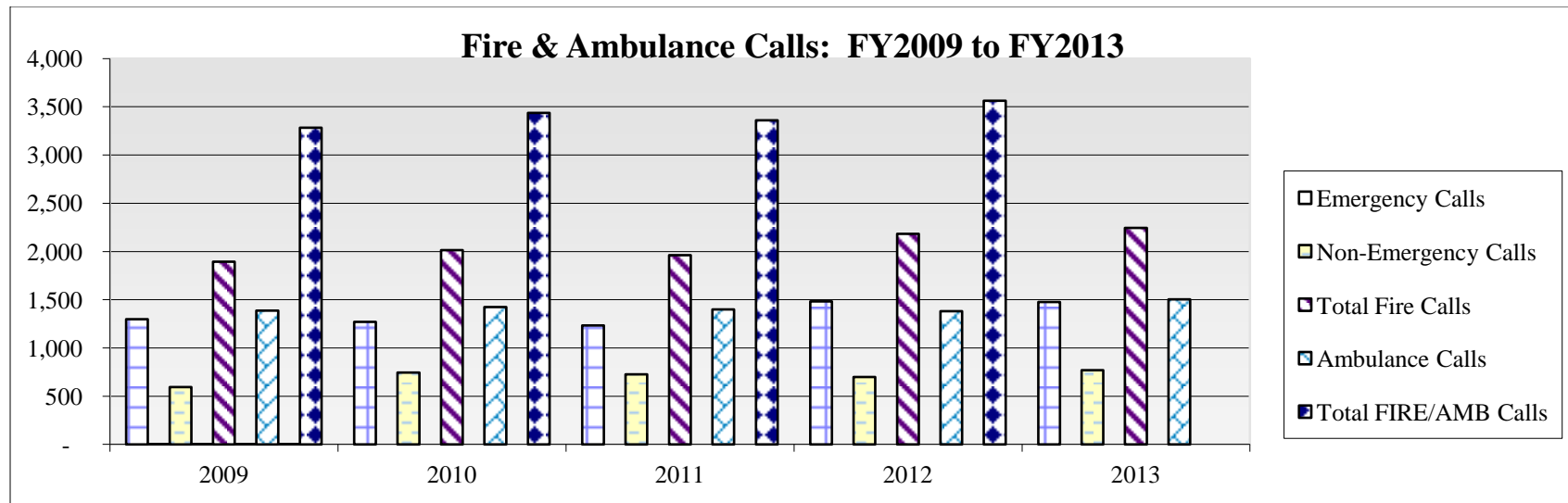
**Programs & Services:**

The Westford Fire Department currently provides 24-hour fire protection coverage, operating from three staffed stations in town, those being the Center, Rogers, and Nabnasset. We are working with the Permanent Town Building Committee, the Board of Selectmen, and the Town Manager to determine the Fire Department's building needs. The normal staffing per 24-hour shift consists of 1 Captain, 1 Lieutenant, 5 Firefighter/EMTs, and 2 Paramedics. The department provides immediate response to calls including; fire suppression, commercial box alarms, gas leaks, carbon monoxide, brush fires, major storm shelter coverage, and pumping water out of residents' basements.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>EMT/Paramedic Stipend</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Fire Chief	1.0	EXEM	120,739.00	2,000.00	3,019.00	8,412.00	5,551.00	139,721.00
Fire Prevention Officer	1.0	IAFF	64,248.00	1,000.00	2,668.00	3,475.00	2,708.00	74,099.00
Captain	4.0	IAFF	281,790.00	8,000.00	10,669.00	23,930.00	11,877.00	336,266.00
Lieutenant	4.0	IAFF	252,258.00	6,500.00	10,669.00	29,799.00	10,632.00	309,858.00
Firefighter / EMT	20.0	IAFF	1,050,533.00	16,000.00	62,909.00	63,899.00	44,276.00	1,237,617.00
Call Firefighters			10,000.00					10,000.00
Fire Alarm Operators	4.0	CWA	183,504.00	2,000.00		3,508.00	8,437.00	197,449.00
Office Manager	1.0	OPEIU	55,656.00	500.00				56,156.00
Overtime			320,000.00					320,000.00
Holiday Overtime			35,363.00					35,363.00
Training Wages			12,826.00					12,826.00
Shift Differential			5,840.00					5,840.00
Other								-
<b>Total Personal Services</b>	<b>35.0</b>		<b>2,392,757.00</b>	<b>36,000.00</b>	<b>89,934.00</b>	<b>133,023.00</b>	<b>83,481.00</b>	<b>2,735,195.00</b>

**Fire Department 2014**



**241 Building Department****Mission Statement:**

The mission of the Westford Building Department is to protect the public by reviewing, approving and inspecting the built environment; to impartially enforce all rules, regulations and by-laws that pertain to both the State Building Codes and By-Laws of the town. To assist - to the best of our ability - all customers with the permitting process and any questions or concerns or they may have.

**Description of Changes:**

Over the past year the Building Department has been adjusting to the increased workloads associated with the building that is going on within Westford. The department is adding a part time inspector (10 hours) to assist with the increased demands on inspections and plan reviews.

The department website has been changed to be more user friendly with links to different websites that will be helpful to everyone, along with updating the existing documents that are online for review and use by the public.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
BUILDING COMMISSIONER	67,878.79	70,085.00	71,487.00	71,487.00	73,274.00	73,274.00	2.00%
ASST BUILDING INSPECTOR	47,109.82	52,739.00	55,139.00	55,139.00	56,518.00	56,518.00	4.55%
WIRING INSPECTOR	38,025.73	40,038.00	40,839.00	40,839.00	41,860.00	42,001.00	2.00%
WIRING INSPECTOR COVERAGE	-	3,000.00	3,060.00	3,060.00	3,137.00	3,137.00	2.00%
GAS INSPECTOR	-	21,172.00	-	-	-	-	-100.00%
GAS & PLUMBING INSPECTOR	46,152.06	23,651.00	46,634.00	46,634.00	47,800.00	47,800.00	97.18%
RECORDS SUPERVISOR	51,909.00	52,112.00	52,109.00	52,109.00	52,109.00	52,109.00	-0.01%
LONGEVITY	2,002.50	2,175.00	2,840.00	2,840.00	3,090.00	3,590.00	30.57%
TRAVEL - MILEAGE	3,000.00	4,400.00	4,500.00	4,500.00	4,500.00	4,600.00	2.27%
<b>CATEGORY TOTAL</b>	<b>256,077.90</b>	<b>269,372.00</b>	<b>276,608.00</b>	<b>276,608.00</b>	<b>282,288.00</b>	<b>283,029.00</b>	<b>2.69%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	-	300.00	300.00	300.00	300.00	300.00	0.00%
VEHICLE MAINTENANCE	633.37	2,000.00	2,500.00	2,500.00	2,500.00	2,700.00	25.00%
TRAINING & DEVELOPMENT	714.98	2,000.00	2,550.00	2,550.00	2,550.00	2,550.00	27.50%
PRINTING SERVICES	218.23	500.00	500.00	500.00	500.00	500.00	0.00%
MICROFILMING SERVICE	-	2,000.00	2,200.00	2,200.00	2,200.00	2,200.00	10.00%
GASOLINE	1,917.90	1,900.00	2,300.00	2,300.00	2,500.00	2,600.00	21.05%
BOOKS & SUBSCRIPTIONS	213.79	700.00	1,200.00	1,200.00	700.00	700.00	71.43%
TRAVEL - MILEAGE	5,248.00	5,580.00	5,580.00	5,580.00	5,700.00	5,700.00	0.00%
MEETINGS & CONFERENCES	325.00	-	2,100.00	2,100.00	2,100.00	2,100.00	
DUES AND MEMBERSHIPS	1,256.00	600.00	700.00	700.00	700.00	700.00	16.67%
ENCUMBRANCES	2,000.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>12,527.27</b>	<b>15,580.00</b>	<b>19,930.00</b>	<b>19,930.00</b>	<b>19,750.00</b>	<b>20,050.00</b>	<b>27.92%</b>
<b>DEPARTMENT TOTAL</b>	<b>268,605.17</b>	<b>284,952.00</b>	<b>296,538.00</b>	<b>296,538.00</b>	<b>302,038.00</b>	<b>303,079.00</b>	<b>4.07%</b>

**Programs & Services:****1) Baseline Functions**

- a) Issued 2,996 permits, an increase of 14% over FY11 levels.
- b) Documented 3,031 inspections (not including those by Building Commissioner).
- c) Addressing / house numbering; coordination with E-911.
- d) FEMA / floodplain permitting.
- e) ADA Coordinator and primary resource for MA Architectural Access Board
- f) Annual inspections of town facilities
- g) Monthly reports on permitting activity to Dodge Reports (Banker & Tradesman, etc.).
- h) Litigation support to Town Counsel.
- i) Departmental accounting.
- j) Compliance with public records law.

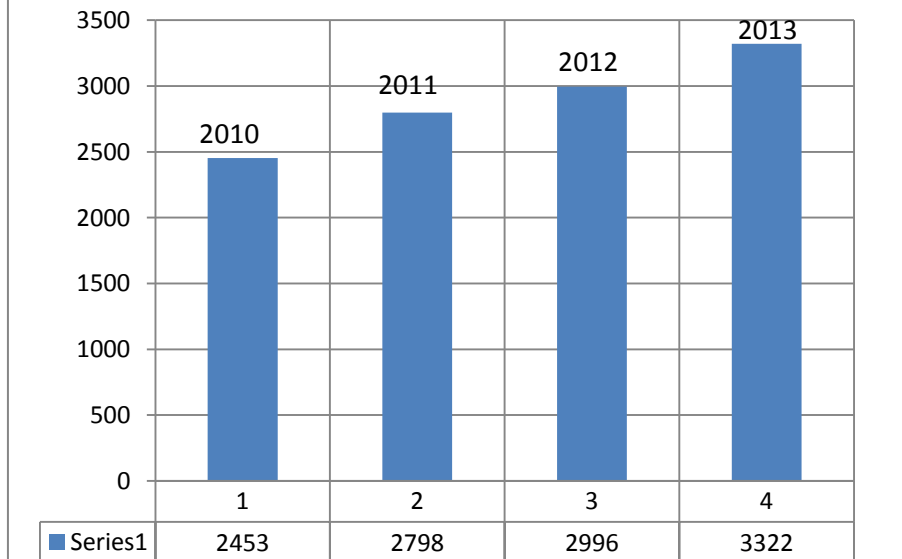
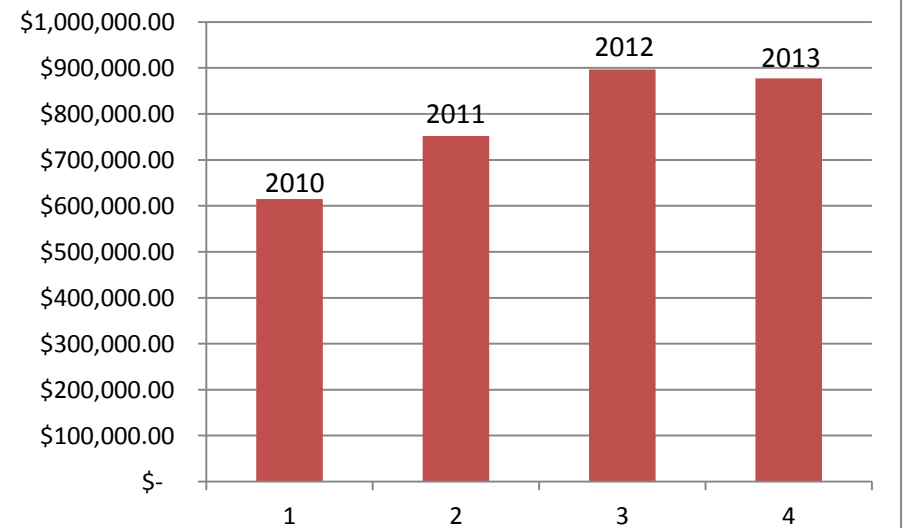
**2) Value Added**

- a) Online permitting.
- b) Scanning and indexing documents to DMS.
- c) Fee structure / fee waiver policy.



**Personnel:**

Position	FTE	Unit	Salary	Longevity	Add'l Coverage	Total
Building Commissioner	1.0	EXEM	71,487.00	500.00	-	71,987.00
Assistant Building Inspector	1.0	OPEIU	55,139.00			55,139.00
Records Supervisor	1.0	CWA	52,109.00	1,000.00		53,109.00
Wiring Inspector	0.7	NON	40,839.00	1,340.00	3,060.00	45,239.00
Plumbing Inspector	0.7	NON	46,634.00			46,634.00
Travel - Mileage			4,500.00			4,500.00
<b>Total Personal Services</b>	<b>4.4</b>		<b>270,708.00</b>	<b>2,840.00</b>	<b>3,060.00</b>	<b>276,608.00</b>

**Other Metrics:****Number of Permits Issued: 2010-2013****Fees Generated: 2010-2013**

**244 Sealer of Weights & Measures**

**Mission Statement:** The Sealer of Weights and Measures is committed to preserving and maintaining confidence in the accuracy of weighing, measuring, and scanning instruments used in commerce in the town of Westford.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
CONTRACTED SERVICES	3,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-
<b>CATEGORY TOTAL</b>	<b>3,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>3,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>-</b>

**Description of Changes:** There were no changes in the budget for FY15.

**Programs & Services:** The sealer enforces the laws related to accuracy and integrity of scales and measuring devices used in commerce. The town is required to test and certify (seal) annually all commercial weighing and measuring devices. The town is also required to test and certify electronic automated checkout systems at least once every two years. The sealer inspects devices such as gas pumps, price scanners, and delicatessen scale to ensure that the equipment is calibrated properly. The inspections are conducted annually by the Division of Standards under a contract for a fixed fee. The Town Manager's office administers the collection of revenue for each inspection to offset the cost of providing this service.

Program Metrics	Fiscal Year 2011	Fiscal Year 2012	Fiscal Year 2013
Scale Inspections (Various sizes)	7	12	12
Fuel Meter Inspections	95	126	126
Electronic Checkout Scanner Inspections	0	2	0
Complaints Investigated	0	0	0
Revenue Collected	0	\$5,150	\$6,075

**291 Emergency Management****Mission Statement:**

To coordinate interdepartmental activities to prepare for, respond to, and recover from local emergencies and disasters.

**Description of Changes:**

The Emergency Management budget includes a 2% increase in the stipends for the co-directors. There is also a decrease in the FY15 expenses because the FY14 budget included the purchase of a portable equipment trailer that is used during emergencies.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
CO-DIRECTOR	4,000.00	4,040.00	4,120.00	4,120.00	4,224.00	4,224.00	1.98%
CO-DIRECTOR	4,000.00	4,040.00	4,120.00	4,120.00	4,224.00	4,224.00	1.98%
<b>CATEGORY TOTAL</b>	<b>8,000.00</b>	<b>8,080.00</b>	<b>8,240.00</b>	<b>8,240.00</b>	<b>8,448.00</b>	<b>8,448.00</b>	<b>1.98%</b>
<b>EXPENSES</b>							
CLOTHING ALLOWANCE	192.29	200.00	200.00	200.00	200.00	200.00	0.00%
VEHICLE MAINTENANCE	815.64	250.00	350.00	350.00	350.00	350.00	40.00%
EQUIPMENT MAINTENANCE	359.88	400.00	300.00	300.00	300.00	300.00	-25.00%
COMMUNICATIONS EQUIP MAIN	1,604.48	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
POSTAGE	-	45.00	-	-	-	-	-100.00%
GASOLINE	35.07	225.00	225.00	225.00	225.00	225.00	0.00%
OFFICE SUPPLIES	181.88	150.00	150.00	150.00	150.00	150.00	0.00%
CUSTODIAL / CLEANING SUPPLIE	-	25.00	25.00	25.00	25.00	25.00	0.00%
VEHICULAR PARTS & ACCESSOR	250.00	250.00	250.00	250.00	250.00	250.00	0.00%
OTHER PUBLIC SAFETY SUPPLIES	2,037.79	2,300.00	2,350.00	2,350.00	2,350.00	2,350.00	2.17%
TRAVEL - MILEAGE	-	150.00	150.00	150.00	150.00	150.00	0.00%
ADDITIONAL EQUIPMENT		7,500.00	-	-	-	-	-100.00%
<b>CATEGORY TOTAL</b>	<b>5,477.03</b>	<b>12,995.00</b>	<b>5,500.00</b>	<b>5,500.00</b>	<b>5,500.00</b>	<b>5,500.00</b>	<b>-57.68%</b>
<b>DEPARTMENT TOTAL</b>	<b>13,477.03</b>	<b>21,075.00</b>	<b>13,740.00</b>	<b>13,740.00</b>	<b>13,948.00</b>	<b>13,948.00</b>	<b>-34.80%</b>

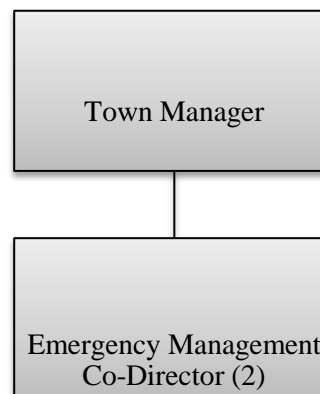
**Programs & Services:**

- Coordinates with the Town Manager, Department Heads, and community officials, and with any local or State, or Federal Agency as necessary to ensure the effective administration of the Westford Emergency Management Agency.
- Coordinates and directs the planning, organization, control, and implementation of local emergency management activities. Such activities may include but shall not be limited to the development of a Comprehensive Emergency Management Plan (CEM Plan) and The Natural Disaster Mitigation Plan.
- Manages, operates and maintains the Emergency Operations Center (EOC) and Notification System.
- Coordinates, develops, and implements the CEM Plan for the Town of Westford. Updates the CEM Plan at least annually. Updates the SARA Title III Tier II reporting that pertains to Hazardous Materials, at least annually and reports that to the Local Emergency Planning Committee (LEPC).
- Prepares and submits an annual budget proposal and manages the administration of the approved emergency management budget. When the town is awarded Federal financial assistance, as a sub-grant recipient of funds made available through MEMA, the Emergency Management Directors will ensure the proper completion of Federal funding documents in exchange for the receipt of such funds (including the submission of quarterly reports to MEMA, required attendance at training classes, meetings and conferences/workshops.)
- Prepares and distributes disaster preparedness material to the citizens of the town, with the intent of offering an appropriate means of educating the community as to how they may prepare for and protect themselves from the consequences of such potentially dangerous disasters.
- Conducts public presentations and speeches at schools, special events, civic organizations, etc. (including public access television, radio and/or newspaper interviews or appearances) which would benefit the public's safety and enhance the community's awareness and preparedness for any potential emergency/disaster threat to this jurisdiction.
- Coordinates with all educational facilities to ensure that adequate disaster (Hazmat, thunderstorm, etc.) alerting, warning, and in-place sheltering procedures are developed, implemented and exercised.
- Coordinates the development and implementation of a Disaster Preparedness and Training for volunteers such as PART (Police Amateur Radio Team) and CERT (Community Emergency Response Team), specifically for the purpose of educating each of their responsibilities during emergency and/or disaster operations.
- Coordinates the actions and uses of jurisdictional assets during exercises and actual occurrences
- Report annually NIMS training and compliance to FEMA for continued federal funding to the town.

- Create and maintain Continuanace of Operation Plan (COOP).
- Attend Department head meetings, regional Local Emergency Planning Committee (LEPC) meetings, local directors meeting and other meetings as directed by the town and MEMA. Works with regional Homeland Security Council.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Co-Director		NON	4,120.00		4,120.00
Co-Director		NON	4,120.00		4,120.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>8,240.00</b>	<b>-</b>	<b>8,240.00</b>

**Emergency Management 2014**

**292 Animal Control****Mission Statement:**

The Animal Control department works to provide an atmosphere of safe coexistence between humans and wildlife by:

- Impartially enforcing state and local animal control laws.
- Mitigating any hazards to humans that are caused or related to animal and wildlife activity.
- Mediating animal related complaints promptly and efficiently.
- Educating the public about responsible pet ownership and responsible interaction with wildlife.

**Goals:**

- Continue our commitment to customer service and help residents address animal control related issues.
- Improve the conditions of the kennel by repairing fencing and interior walls and investigate options for improved heating and cooling.

**Description of Changes:**

There are no substantial changes for the FY15 budget.

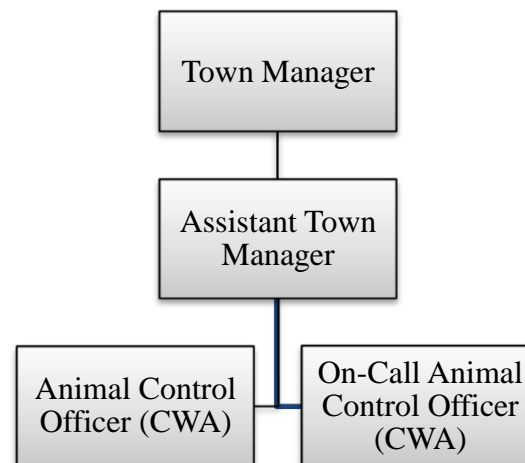
**Programs & Services:**

The Animal Control department is responsible for enforcement of the local animal control bylaws. The department investigates animal cruelty, dog or cat bites, vicious dog complaints, sick or injured wildlife and loose dogs. The department also conducts barn and kennel inspections, participates in educational outreach, provides advice regarding animal care and wildlife control, and operates the town kennel at 30 Beacon Street.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
ANIMAL CONTROL OFFICER	49,712.00	49,903.00	49,903.00	49,903.00	49,903.00	49,903.00	0.00%
VACATION / SICK / EMERG.OVER	10,874.50	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.00%
LONGEVITY	900.00	890.00	900.00	900.00	900.00	900.00	1.12%
<b>CATEGORY TOTAL</b>	<b>61,486.50</b>	<b>61,793.00</b>	<b>61,803.00</b>	<b>61,803.00</b>	<b>61,803.00</b>	<b>61,803.00</b>	<b>0.02%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	445.00	900.00	900.00	900.00	900.00	900.00	0.00%
ELECTRICITY	785.80	1,500.00	1,000.00	1,000.00	1,400.00	1,400.00	-33.33%
WATER / SEWER	134.53	100.00	150.00	150.00	150.00	150.00	
KENNEL MAINTENANCE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-85.00%
VEHICLE MAINTENANCE	-	800.00	850.00	850.00	850.00	850.00	25.00%
CELLULAR PHONES / MOBILE DA		-	-	-	-	-	
GASOLINE	1,114.34	800.00	1,100.00	1,100.00	800.00	800.00	-100.00%
OFFICE SUPPLIES	-	50.00	50.00	50.00	50.00	50.00	
CUSTODIAL / CLEANING SUPPLIE		50.00	50.00	50.00	50.00	50.00	
ANIMAL CONTROL SUPPLIES	104.36	500.00	500.00	500.00	500.00	500.00	120.00%
MEETINGS & CONFERENCES	-	250.00	250.00	250.00	250.00	250.00	-80.00%
DUES AND MEMBERSHIPS	-	200.00	200.00	200.00	200.00	200.00	-75.00%
SPECIAL DEPT EXPENSES		-	-	-	-	-	
ENCUMBRANCES	495.96	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>3,079.99</b>	<b>6,150.00</b>	<b>6,050.00</b>	<b>6,050.00</b>	<b>6,150.00</b>	<b>6,150.00</b>	<b>-1.63%</b>
<b>DEPARTMENT TOTAL</b>	<b>64,566.49</b>	<b>67,943.00</b>	<b>67,853.00</b>	<b>67,853.00</b>	<b>67,953.00</b>	<b>67,953.00</b>	<b>-0.13%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Animal Control Officer	1.0	CWA	49,904.00	750.00	50,654.00
Asst Animal Control Officer	0.1	CWA		150.00	150.00
Vacation / Sick / Emerg. OT			11,000.00		11,000.00
<b>Total Personal Services</b>	<b>1.1</b>		<b>60,904.00</b>	<b>900.00</b>	<b>61,804.00</b>

**Animal Control 2014**



**294 Tree Warden**

**Mission Statement:** The mission of the Westford Tree Warden is to increase, protect and maintain the health, beauty, quantity, diversity and vitality of Westford's trees and manage public shade trees along the town's public ways and public areas while maintaining public safety, aesthetic quality and value of the town's trees for the benefit of its citizens and future generations.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
TREE WARDEN	2,000.00	2,020.00	2,060.00	2,060.00	2,112.00	2,112.00	1.98%
<b>CATEGORY TOTAL</b>	<b>2,000.00</b>	<b>2,020.00</b>	<b>2,060.00</b>	<b>2,060.00</b>	<b>2,112.00</b>	<b>2,112.00</b>	<b>1.98%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	32,282.19	32,650.00	50,000.00	50,000.00	50,000.00	50,000.00	53.14%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>32,282.19</b>	<b>32,650.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>53.14%</b>
<b>DEPARTMENT TOTAL</b>	<b>34,282.19</b>	<b>34,670.00</b>	<b>52,060.00</b>	<b>52,060.00</b>	<b>52,112.00</b>	<b>52,112.00</b>	<b>50.16%</b>

**Description of Changes:**

Reasons for the increase to the Tree Warden Budget are as follows:

1. Request for quote prices show a 25% increase, in labor and equipment rental.
2. Snow and ice events in recent winters have damaged many of our trees.
3. Increased amount of dangerous trees in and around public properties that required aerial equipment.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Tree Warden		NON	2,060.00		2,060.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>2,060.00</b>	<b>-</b>	<b>2,060.00</b>

## Education

### 300 Westford Public Schools

#### Mission Statement:

The Westford Public Schools will provide an excellent, free education to all students in the community. The school system will engage its students in a challenging learning environment to prepare them for the political, economic, social, and technological challenges of a rapidly changing world. It will develop in its students the skills and attitudes that will enable them to be lifelong learners, to exercise sound judgment and to become responsible, contributing members of society.

To accomplish this mission, the Westford Public Schools will:

- Provide a curriculum designed to educate the whole child while recognizing that each child is a unique and individual learner
- Engage staff and administration in ongoing professional development
- Provide support services that meet the needs of each individual student
- Encourage the collaboration of parents, residents, and the greater Westford community.
- Practice reasonable and creative fiscal planning and management.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
OPERATING BUDGET	46,631,901.98	49,251,566.00	51,508,160.00	51,508,160.00	53,744,130.00	55,403,002.00	4.58%
ADJ. TO 442 WASTEWATER BUDG	-	-	(153,000.00)	(153,000.00)	(153,000.00)	(153,000.00)	
ENCUMBRANCES	658,430.00	-	-	-	-	-	0.00%
<b>DEPARTMENT TOTAL</b>	<b>47,290,331.98</b>	<b>49,251,566.00</b>	<b>51,355,160.00</b>	<b>51,355,160.00</b>	<b>53,591,130.00</b>	<b>55,250,002.00</b>	<b>4.27%</b>

**310 Nashoba Valley Technical High School**

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
NASHOBA TECH ASSESSMENT	624,656.00	703,302.00	711,180.00	711,180.00	728,960.00	747,184.00	1.12%
<b>DEPARTMENT TOTAL</b>	<b>624,656.00</b>	<b>703,302.00</b>	<b>711,180.00</b>	<b>711,180.00</b>	<b>728,960.00</b>	<b>747,184.00</b>	<b>1.12%</b>

**Description of Changes:**

The budget for the Nashoba Valley Technical High School shows a 2.5% increase for FY15. The actual assessment will not be known until February, 2014. At that time, the budget will be changed to reflect the actual assessment.

## Public Works

### 410 Engineering

#### **Mission Statement:**

The Engineering Department is committed to working with other departments to discover and identify infrastructure deficiencies that cause hardship, inconvenience or expense to the town and its inhabitants, and will provide effective solutions that resolve or preclude those deficiencies.

#### **Goals:**

- Complete infrastructure improvements on Route 110 (Littleton Road) at Minot's Corner.
- Continue to assist in the coordination of public works projects with the Highway Department and the Water Department.
- Complete the Stormwater Master Plan and bring recommendations to the Selectmen.
- Provide project management for the Keyes Culvert Improvement Project at Route 40 (Groton Road).
- Finish oversight of three intersection design projects at Tadmuck Road & Littleton Road and both Dunstable and Oak Hill Roads at Route 40 (Groton Road).

#### **Description of Changes:**

For personal services, the Town Engineer and Assistant Town Engineer are budgeted to receive a 2% COLA for FY15. Longevity payments have been adjusted for the Town Engineer and added for the Assistant Town Engineer.

#### **Programs & Services:**

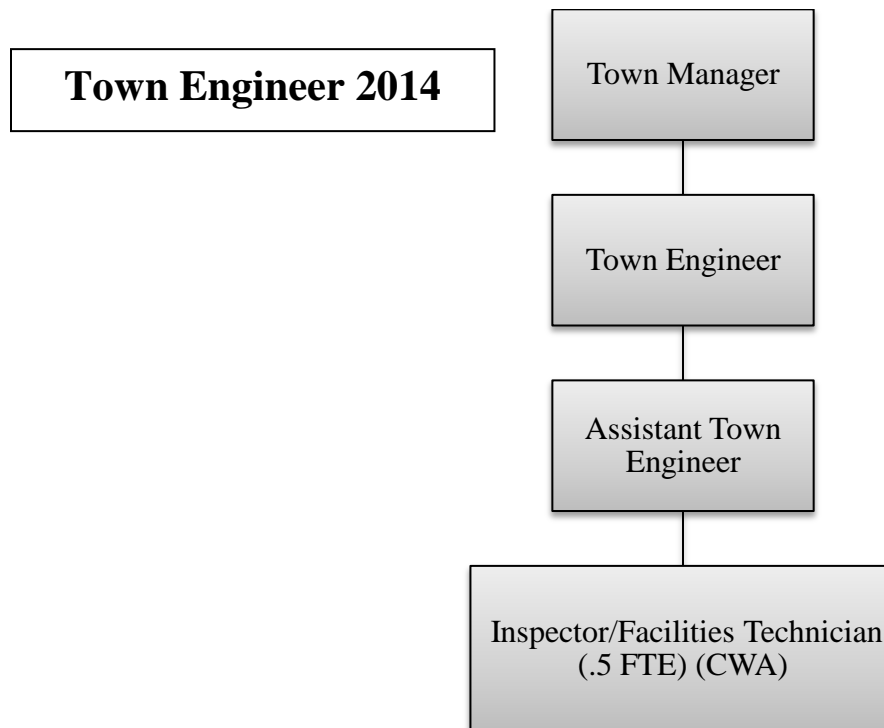
The Engineering Department supports the maintenance and operation of the town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Planning Department, Conservation Commission and Parks Department. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection

of subdivision infrastructure for compliance with approved plans. The Engineering Department designs projects for various Town entities and assists in all levels of procurement for a variety of projects.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN ENGINEER	86,700.00	89,518.00	91,309.00	91,309.00	93,591.00	93,591.00	2.00%
ASST TOWN ENGINEER	71,400.00	73,721.00	75,195.00	75,195.00	77,075.00	77,075.00	2.00%
PROJECT INSPECTOR - FACILITIES	62,010.00	31,125.00	31,125.00	31,125.00	31,125.00	31,125.00	0.00%
LONGEVITY	1,000.00	750.00	1,500.00	1,500.00	1,500.00	1,500.00	100.00%
<b>CATEGORY TOTAL</b>	<b>221,110.00</b>	<b>195,114.00</b>	<b>199,129.00</b>	<b>199,129.00</b>	<b>203,291.00</b>	<b>203,291.00</b>	<b>2.06%</b>
<b>EXPENSES</b>							
SPECIAL DETAILS	-	560.00	560.00	560.00	560.00	560.00	0.00%
EQUIPMENT MAINTENANCE	387.16	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
COMMUNICATIONS EQUIPMENT	-	-	-	-	-	-	-
ENGINEERING SERVICES	2,267.59	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
ADVERTISING	315.12	250.00	250.00	250.00	250.00	250.00	0.00%
GASOLINE	-	-	-	-	-	-	-
OFFICE SUPPLIES	1,993.07	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	0.00%
BOOKS & SUBSCRIPTIONS	-	250.00	250.00	250.00	250.00	250.00	0.00%
TRAVEL-MILEAGE	128.70	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES	720.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
DUES AND MEMBERSHIPS	1,030.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>6,841.64</b>	<b>14,910.00</b>	<b>14,910.00</b>	<b>14,910.00</b>	<b>14,910.00</b>	<b>14,910.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>227,951.64</b>	<b>210,024.00</b>	<b>214,039.00</b>	<b>214,039.00</b>	<b>218,201.00</b>	<b>218,201.00</b>	<b>1.91%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Engineer	1.0	NON	91,309.00	750.00	92,059.00
Assistant Town Engineer	1.0	NON	75,195.00	500.00	75,695.00
Engineering Inspector	0.5	CWA	31,125.00	250.00	31,375.00
<b>Total Personal Services</b>	<b>2.5</b>		<b>197,629.00</b>	<b>1,500.00</b>	<b>199,129.00</b>



**421 Highway Department****Mission Statement:**

The Highway Department is a professional team dedicated to enhancing the quality of life in Westford and supporting the town's core values. We make every effort to maximize the efficient, effective use of our resources in the support, maintenance and upkeep of the infrastructure. We are committed to public safety and providing the highest level of service to the community. It is our mission to efficiently manage and maintain the town's infrastructure system to provide for the safe, convenient and efficient movement of traffic and pedestrians at the lowest cost and best value.

**Goals:**

- Develop a GIS based accessed inventory of Highway infrastructure.
- Perform safety trainings to ensure savings on the town's insurance costs.
- Implement a street sign inventory and management system through the use of the Cartograph based module.

**Description of Changes:**

- The budget is a level services budget.
- 3 vacancies were filled this year resulting in a savings to our personal services budget.
- The "Other Purchased Services" line item was renamed "Road Maintenance Services" in order to better describe the purpose.
- Funding was based on actual expenditures in FY 13 budget.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
HIGHWAY SUPERINTENDENT	89,828.89	92,749.00	94,604.00	94,604.00	96,969.00	96,969.00	2.00%
OFFICE MANAGER	55,441.94	55,655.00	55,656.00	55,656.00	55,869.00	55,656.00	0.00%
BUSINESS MANAGER	2,657.50	-	-	-	-	-	
ADMINISTRATIVE ASSISTANT	33,575.73	37,271.00	40,736.00	40,736.00	42,110.00	43,203.00	9.30%
OPERATIONS ADMINISTRATOR		-	-	-	-	-	
CREW SUPERVISOR	134,568.00	134,996.00	134,996.00	134,996.00	135,423.00	134,996.00	0.00%
OPERATIONS SUPERVISOR	61,443.20	61,680.00	61,680.00	61,680.00	61,916.00	61,680.00	0.00%
MECHANICS SUPERVISOR	51,593.60	60,594.00	60,594.00	60,594.00	60,826.00	60,594.00	0.00%
PARKS SUPERVISOR	25,537.60	25,538.00	25,538.00	25,538.00	25,538.00	25,538.00	0.00%
CEMETERY SUPERVISOR	23,496.00	23,496.00	23,496.00	23,496.00	23,496.00	23,496.00	0.00%
MECHANIC	48,110.43	49,987.00	51,741.00	51,741.00	53,763.00	53,558.00	3.51%
EQUIPMENT OPERATORS / LABOI	548,397.45	585,725.00	584,577.00	584,577.00	591,433.00	594,578.00	-0.20%
SEASONAL STAFF	18,675.53	25,667.00	26,385.00	26,385.00	27,044.00	27,044.00	2.80%
OVERTIME - WEEKEND CALL	18,827.04	19,913.00	20,312.00	20,312.00	20,820.00	20,820.00	2.00%
OTHER OVERTIME	41,141.27	20,000.00	30,000.00	30,000.00	21,013.00	21,013.00	50.00%
DEPARTMENTAL STIPENDS	16,037.65	24,100.00	27,100.00	27,100.00	27,100.00	27,100.00	12.45%
LONGEVITY	16,625.00	18,375.00	18,875.00	18,875.00	19,125.00	21,875.00	2.72%
<b>CATEGORY TOTAL</b>	<b>1,185,956.83</b>	<b>1,235,746.00</b>	<b>1,256,290.00</b>	<b>1,256,290.00</b>	<b>1,262,445.00</b>	<b>1,268,120.00</b>	<b>1.66%</b>
	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
SPECIAL DETAILS	50,729.52	30,000.00	43,000.00	43,000.00	43,000.00	43,000.00	43.33%
UNIFORM ALLOWANCES	18,861.04	19,250.00	19,250.00	19,250.00	19,250.00	19,250.00	0.00%
ELECTRICITY	49,237.40	53,000.00	53,000.00	53,000.00	53,000.00	53,000.00	0.00%
NATURAL GAS	25,401.18	45,000.00	30,000.00	30,000.00	30,000.00	30,000.00	-33.33%
WATER	2,706.19	2,500.00	3,200.00	3,200.00	3,200.00	3,200.00	28.00%
BUILDING MAINTENANCE	35,504.20	26,125.00	33,500.00	33,500.00	33,500.00	33,500.00	28.23%



	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
ROAD MAINTENANCE		55,625.00	33,625.00	33,625.00	33,625.00	33,625.00	-39.55%
VEHICLE MAINTENANCE	178,090.10	159,795.00	167,795.00	167,795.00	167,795.00	167,795.00	5.01%
EQUIPMENT MAINTENANCE	4,689.21	10,000.00	4,500.00	4,500.00	4,500.00	4,500.00	-55.00%
COMMUNICATIONS EQUIPMENT MA	7,552.07	5,670.00	5,670.00	5,670.00	5,670.00	5,670.00	0.00%
BLD MAINT SVCS - HVAC	9,651.50	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
BLD MAINT SVCS - ELEVATOR	700.00	2,000.00	1,100.00	1,100.00	1,100.00	1,100.00	-45.00%
BLD MAINT SVCS - FIRE/ALARM	1,372.20	5,000.00	2,500.00	2,500.00	2,500.00	2,500.00	-50.00%
DRAINAGE MAINTENANCE	31,101.86	29,325.00	28,000.00	28,000.00	28,000.00	28,000.00	-4.52%
TRAFFIC LINES / CROSSWALK MAIN	35,351.38	35,900.00	35,500.00	35,500.00	35,500.00	35,500.00	-1.11%
SIGNAL MAINTENANCE	3,233.28	4,000.00	3,500.00	3,500.00	-	-	-12.50%
BIO-REMEDIATION	800.00	800.00	800.00	800.00	800.00	800.00	0.00%
DAM REPAIR	1,150.00	5,000.00	2,000.00	2,000.00	5,000.00	5,000.00	-60.00%
BRUSH CHIPPING SERVICES	-	-	2,601.00	2,601.00	2,666.00	2,666.00	0.00%
DRUG AND ALCOHOL TESTING	1,584.60	1,270.00	1,270.00	1,270.00	1,270.00	1,270.00	0.00%
TRAINING & DEVELOPMENT	2,549.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
CONTRACTED SERVICES	10,193.31	4,875.00	8,000.00	8,000.00	8,000.00	8,000.00	64.10%
CONTRACTED SERVICES - STORM D.	-	-	-	-	-	-	
ADVERTISING	791.28	1,000.00	800.00	800.00	800.00	800.00	-20.00%
OTHER PURCHASED SERVICES	31,479.48	-	-	-	-	-	
DIESEL FUEL	63,768.58	45,000.00	78,300.00	70,146.00	70,146.00	70,146.00	55.88%
OFFICE SUPPLIES	2,736.56	2,000.00	2,500.00	2,500.00	2,500.00	2,500.00	25.00%
SIGNS / POSTS SUPPLIES	12,056.63	10,785.00	12,000.00	12,000.00	12,000.00	12,000.00	11.27%
RESURFACE MATERIAL	17,785.57	93,576.00	94,676.00	94,676.00	94,676.00	94,676.00	1.18%
ROAD MAINTENANCE MATERIALS	-	-	25,000.00	25,000.00	25,000.00	25,000.00	
SAND & GRAVEL	39,270.03	15,408.00	14,000.00	14,000.00	14,000.00	14,000.00	-9.14%
PIPE & PIPE SUPPLIES	20,404.94	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	0.00%
OTHER PUBLIC WORKS SUPPLIES	7,840.83	14,050.00	8,000.00	8,000.00	8,000.00	8,000.00	-43.06%
MEETINGS & CONFERENCES	3,018.30	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
DUES AND MEMBERSHIPS	325.00	325.00	325.00	325.00	325.00	325.00	0.00%
ENCUMBRANCES	21,645.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>691,580.24</b>	<b>698,779.00</b>	<b>735,912.00</b>	<b>727,758.00</b>	<b>727,323.00</b>	<b>727,323.00</b>	<b>4.15%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,877,537.07</b>	<b>1,934,525.00</b>	<b>1,992,202.00</b>	<b>1,984,048.00</b>	<b>1,989,768.00</b>	<b>1,995,443.00</b>	<b>2.56%</b>

**Programs & Services:**

The Highway Department provides maintenance and improvement to approximately 153+ miles of town roads. Some responsibilities of the Highway Department include: maintenance of town equipment, roads, traffic lines, installation of traffic and street signs, brush control along roadways, street cleaning, catch basins and storm water drain cleaning, drainage systems, snow and ice control, resurfacing, sealing of streets, maintaining 9 town owned bridges and 3 dams. In addition to these tasks, the Highway Department also works as agents of the Tree Warden, maintaining all shade trees within the town's right-of-ways.

The Highway Department consists of 25 employees and two to four seasonal summertime employees. The department has at its disposal approximately 50 major pieces of equipment with attachments with a value in excess of \$4 million to accomplish its work. The amount of equipment used by the Highway Department is a result of the variety of types of work undertaken.

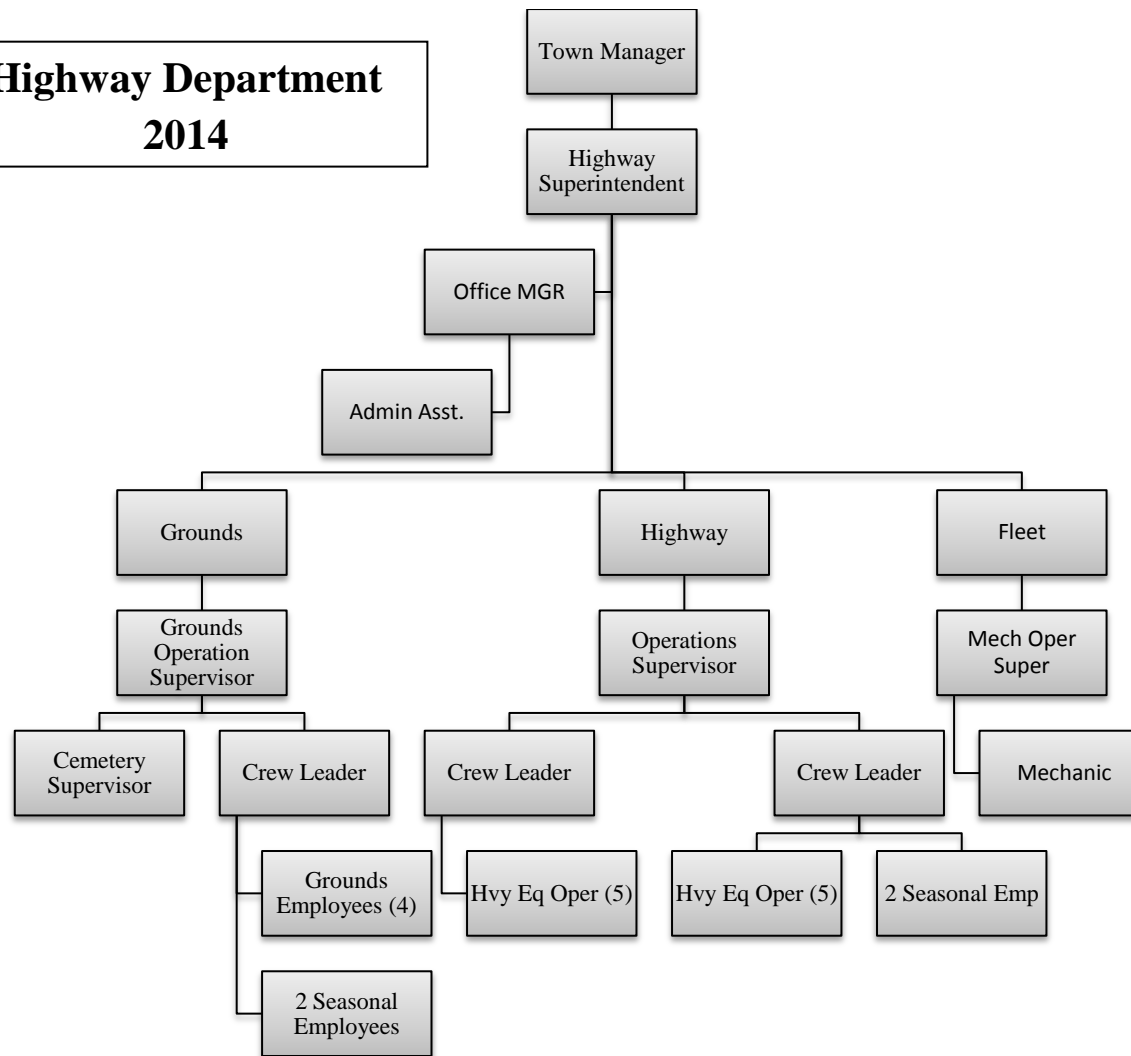
**Additional Information:**

In 1992, the town had approximately 79 miles of accepted roads. Today we have approximately 153 miles for an increase of 74 miles of accepted town roads.

In the late 1980's the town had 1.5 mechanics, 13 Highway Maintenance employees, 1 employee for Parks & Grounds and 1 employee for Cemeteries. Today we have 2 mechanics, 13 Highway Maintenance employees, 6 employees for Parks & Grounds and 1 employee for Cemeteries. The Parks/Grounds/Cemeteries employees are partially funded in the Highway Budget (42%).

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Stipends</b>	<b>Total</b>
Highway Superintendent	1.0	EXEM	94,604.00	1,500.00		96,104.00
Office Manager	1.0	OPEIU	55,656.00	2,000.00		57,656.00
Administrative Assistant	1.0	CWA	40,736.00	-		40,736.00
Crew Supervisor	2.4	WPWA	134,996.00	3,500.00		138,496.00
Operations Adminstrator	1.0	WPWA	61,680.00	2,500.00		64,180.00
Mechanics Supervisor	1.0	WPWA	60,594.00	750.00		61,344.00
Parks Supervisor	0.4	WPWA	25,538.00	1,000.00		26,538.00
Cemetery Supervisor	0.4	WPWA	23,496.00	750.00		24,246.00
Mechanic	1.0	WPWA	51,741.00	500.00		52,241.00
Equipment Operators	11.7	WPWA	584,577.00	6,375.00		590,952.00
Seasonal Staff/OT			26,385.00			26,385.00
Weekend Call			20,312.00			20,312.00
Other Overtime			30,000.00			30,000.00
Departmental Stipends					27,100.00	27,100.00
<b>Total Personal Services</b>	<b>20.9</b>		<b>1,210,315.00</b>	<b>18,875.00</b>	<b>27,100.00</b>	<b>1,256,290.00</b>

**Highway Department  
2014**

7 Highway workers are assigned to Parks & Grounds seasonally.

**423 Snow & Ice**

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>PERSONAL SERVICES</b>							
EMERGENCY OVERTIME	235,203.49	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>235,203.49</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>0.00%</b>
<b>EXPENSES</b>							
EQUIPMENT MAINTENANCE	50,478.60	32,345.00	32,345.00	32,345.00	32,345.00	32,345.00	0.00%
TREE/BRUSH REMOVAL		-	-	-	-	-	
CONTRACTED SNOW REMOVAL	99,113.01	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%
GASOLINE	44,355.36	11,820.00	11,820.00	11,820.00	11,820.00	11,820.00	0.00%
PLOW BLADES	-	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00	0.00%
SAND AND SALT	291,238.69	123,370.00	173,025.00	173,025.00	173,025.00	173,025.00	40.25%
<b>CATEGORY TOTAL</b>	<b>485,185.66</b>	<b>274,345.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>18.10%</b>
<b>DEPARTMENT TOTAL</b>	<b>720,389.15</b>	<b>350,345.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>14.17%</b>

**Description of Changes:**

The Town is allowed by law to overspend this account and raise the deficit on the recap at the end of the year. The Town Manager is recommending increasing the overall budget to \$400,000 for FY15.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Emergency Overtime			76,000.00		76,000.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>76,000.00</b>	<b>-</b>	<b>76,000.00</b>

**424 Street Lights**

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>EXPENSES</b>							
ELECTRICITY STREET LIGHTS	118,272.11	116,820.00	125,000.00	121,000.00	121,000.00	121,000.00	3.58%
STREET LIGHT MAINTENANCE	6,021.12	3,000.00	8,500.00	8,500.00	5,500.00	5,500.00	183.33%
<b>CATEGORY TOTAL</b>	<b>124,293.23</b>	<b>119,820.00</b>	<b>133,500.00</b>	<b>129,500.00</b>	<b>126,500.00</b>	<b>126,500.00</b>	<b>8.08%</b>
<b>DEPARTMENT TOTAL</b>	<b>124,293.23</b>	<b>119,820.00</b>	<b>133,500.00</b>	<b>129,500.00</b>	<b>126,500.00</b>	<b>126,500.00</b>	<b>8.08%</b>

**Description of Changes:**

The Street Light Maintenance account was added to the FY13 budget. Previously, any repairs were paid through the Highway budget.

**Programs & Services:**

The town has approximately 1,000 National Grid owned pole mounted light fixtures and 115 town owned underground electrically fed street lights.

**427 Stormwater Management**

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
STREET WASTE DISPOSAL SERV	3,838.85	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
TESTING / WATER QUALITY SERV	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
ENGINEERING SERVICES	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
SYSTEM UPGRADE SERVICES	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
ENCUMBRANCES	32,844.86	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>44,683.71</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>44,683.71</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>0.00%</b>

**Description of Changes:**

The Stormwater Management budget is level funded from Fiscal Year 2014.

**Programs & Services:**

The stormwater budget is dedicated to support the federally mandated stormwater program. Portions of the account cover disposal (in a landfill) of soils removed from the approximate 4,000 town storm drain structures and all materials removed with our street sweeping program. Additionally, funds are used by the Engineering Department for testing stormwater outfalls, engineering drainage improvements to our system, and the overall maintenance of our stormwater system.

**432 Recycling****Mission Statement:**

The mission of the Westford Recycling Commission is to:

1. Increase awareness of recycling benefits to the town of Westford.
2. Educate Westford residents on recycling options.
3. Provide opportunities for non-curb side recycling.
4. Implement programs that encourage diverting recyclables from the trash.

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>EXPENSES</b>							
CURBSIDE COLLECTION-RECYCL	220,000.00	244,800.00	249,696.00	249,696.00	249,696.00	249,696.00	2.00%
COMPOST SITE DISPOSAL SERVIC		-	-	-	-	-	
HAZARDOUS WASTE DISPOSAL	13,770.00	100.00	16,660.00	16,660.00	-	16,660.00	16560.00%
BRUSH CHIPPING SERVICES	2,500.00	2,550.00	-	-	-	-	-100.00%
OFFSETS	-	-	-	-	-	-	
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>236,270.00</b>	<b>247,450.00</b>	<b>266,356.00</b>	<b>266,356.00</b>	<b>249,696.00</b>	<b>266,356.00</b>	<b>7.64%</b>
<b>DEPARTMENT TOTAL</b>	<b>236,270.00</b>	<b>247,450.00</b>	<b>266,356.00</b>	<b>266,356.00</b>	<b>249,696.00</b>	<b>266,356.00</b>	<b>7.64%</b>

**Description of Changes:**

There are three things that make the Recycling Commission budget difficult to analyze using usual budgeting analysis:

1. The household hazardous waste collection is held every other year. Since this is not an annual budget item, the % increase column in the spreadsheet is not a useful indicator.



2. Over 90% of our budget goes to pay the contractor for collection of curbside recyclables. This contract ends on June 30, 2014.
3. All the Commission's efforts go into increasing recycling and food composting in order to decrease the tonnage of trash sent to the Covanta energy facility. But the line item to pay Covanta that reflects the savings from our work is in the Solid Waste budget, not the Recycling budget.

On the following page, please find the information about the Recycling Revolving account, which we request again be approved for \$20,000 in coming fiscal years.

Respectfully,

Sue Thomas, Chair

Barb Theriault

Charles Stark

Kris Erickson

Ellen Harde

Alan Bugos

**Recycling Commission Revolving Account 28432432**

<b>Fiscal Year 2013 Activity</b>			
	<b>Income</b>	<b>Expenses</b>	
<b>Beginning Balance</b>			<b>\$ 9,176</b>
64 gallon toters	\$ 13,340	(\$ 16,386)	
16 gallon bins*	150		
Compost bins	3,100	(350)**	
Covanta grants	869		
NE Clothes Recycling	500		
Waste oil	110		
RECYCLE Stickers		(286)	
Conferences/Membership		(185)	
Subtotals	\$18,069	(\$17,207)	
Hazardous Waste Collection	6,607	(9,122)***	
Totals	\$ 24,676	(\$26,329)	
<b>Balance June 30, 2013</b>			<b>\$7,523</b>

\* Sale of 16 gallon bins discontinued in FY13

\*\* \$1,250 DEP grant paid for additional compost bins

\*\*\* Transferred to General Fund to offset Town Meeting appropriation

**Programs & Services:**

Recycling pick up is every other week for Westford residents. Throughout the year, special collection events are held including; Electronics Collection, Brush Chipping, Household Hazardous Waste Collection, and the Litter League Green Team where residents partner with the Highway Department for litter pickup. Please visit the Recycling Commissions' website at [http://www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA\\_recycling/index](http://www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_recycling/index) for a schedule of events.

**433 Solid Waste**

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
CURBSIDE COLLECTION-SOLID W	606,031.40	616,678.00	629,012.00	629,012.00	641,593.00	654,425.00	2.00%
NESWC FEES	564,352.35	605,900.00	550,800.00	550,800.00	558,900.00	567,000.00	-9.09%
LANDFILL MONITORING	6,488.95	15,000.00	15,606.00	15,606.00	15,600.00	16,000.00	4.04%
SUPPLIES		1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,176,872.70</b>	<b>1,238,678.00</b>	<b>1,196,518.00</b>	<b>1,196,518.00</b>	<b>1,217,193.00</b>	<b>1,238,525.00</b>	<b>-3.40%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,176,872.70</b>	<b>1,238,678.00</b>	<b>1,196,518.00</b>	<b>1,196,518.00</b>	<b>1,217,193.00</b>	<b>1,238,525.00</b>	<b>-3.40%</b>

**Description of Changes:**

The “Supplies” line item for \$1,100 was created to fund the cost of printing bulk item stickers. Tipping fees for FY14 are \$73 per ton.

**Programs & Services:**

This budget funds the contract with Acme Waste Services for weekly curbside refuse collection and the disposal costs (also known as “tipping fees”) charged for each ton delivered to the incinerator company. The sale of bulk stickers has also generated additional revenue. In FY12, the town sold 1,807 bulk stickers for \$16,663. This figure increased to \$1,954 in FY13, generating \$18,034 in general fund revenue.

**Other Metrics**

Solid Waste Tonnage – FY09 to FY13	
Fiscal Year 2009	8,848 tons
Fiscal Year 2010	8,439 tons
Fiscal Year 2011	8,048 tons
Fiscal Year 2012	8,168 tons
Fiscal Year 2013	7,944 tons

**440 Sewerage Collection****Goals:**

Assess the benefits of assigning oversight and management of Town Center Sewer System to the Water Department.

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>EXPENSES</b>							
CENTER SEWER SYSTEM MAINTENANCE	7,855.00	8,940.00	8,940.00	8,940.00	8,940.00	8,940.00	0.00%
<b>CATEGORY TOTAL</b>	<b>7,855.00</b>	<b>8,940.00</b>	<b>8,940.00</b>	<b>8,940.00</b>	<b>8,940.00</b>	<b>8,940.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>7,855.00</b>	<b>8,940.00</b>	<b>8,940.00</b>	<b>8,940.00</b>	<b>8,940.00</b>	<b>8,940.00</b>	<b>0.00%</b>

**Description of Changes:**

The Sewerage Collection budget is level funded from the previous year.

**Programs & Services:**

The Sewerage Collection budget provides funding to maintain the Town Center Sewer System, including 4 duplex grinder pump stations for a total of 8 pumps and pump controls. The pump stations service the Town Hall & Public Safety Facility, J.V. Fletcher Library, Roudenbush Community Center and the Frost School.

**442 Wastewater Treatment Management**

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
ABBOT REPAIRS & SERVICES	-	-	15,000.00	15,000.00	15,000.00	15,000.00	
ABBOT BUILDING MAINTENANCE	-	-	3,613.00	3,613.00	3,613.00	3,613.00	
ABBOT SLUDGE PUMPING & REMOVAL	-	-	2,514.00	2,514.00	2,514.00	2,514.00	
ABBOT MONITORING / TESTING SERVICES	-	-	3,962.00	3,962.00	3,962.00	3,962.00	
ABBOT CONTRACTED SERVICES	-	-	24,237.00	24,237.00	24,237.00	24,237.00	
ABBOT SEPTIC SUPPLIES	-	-	546.00	546.00	546.00	546.00	
BLANCHARD REPAIRS & SERVICES	-	-	15,000.00	15,000.00	15,000.00	15,000.00	
BLANCHARD BUILDING MAINTENANCE	-	-	3,613.00	3,613.00	3,613.00	3,613.00	
BLANCHARD SLUDGE PUMPING & REMOVAL	-	-	3,279.00				
BLANCHARD MONITORING / TESTING SERVICES	-	-	5,092.00	5,092.00	5,092.00	5,092.00	
BLANCHARD CONTRACTED SERVICES	-	-	24,237.00	24,237.00	24,237.00	24,237.00	
BLANCHARD SEPTIC SUPPLIES	-	-	546.00	546.00	546.00	546.00	
STONY BROOK REPAIRS & SERVICES	-	-	15,000.00	15,000.00	15,000.00	15,000.00	
STONY BROOK BUILDING MAINTENANCE	-	-	3,613.00	3,613.00	3,613.00	3,613.00	
STONY BROOK SLUDGE PUMPING & REMOVAL	-	-	2,514.00	2,514.00	2,514.00	2,514.00	
STONY BROOK MONITORING / TESTING SERVICES	-	-	11,755.00	11,755.00	11,755.00	11,755.00	
STONY BROOK CONTRACTED SERVICES	-	-	24,237.00	24,237.00	24,237.00	24,237.00	
STONY BROOK SEPTIC SUPPLIES	-	-	546.00	546.00	546.00	546.00	
WA REPAIRS & SERVICES	-	-	15,000.00	15,000.00	15,000.00	15,000.00	
WA BUILDING MAINTENANCE	-	-	3,613.00	3,613.00	3,613.00	3,613.00	
WA SLUDGE PUMPING & REMOVAL	-	-	3,279.00	3,279.00	3,279.00	3,279.00	
WA MONITORING / TESTING SERVICES	-	-	17,941.00	17,941.00	17,941.00	17,941.00	
WA CONTRACTED SERVICES	-	-	24,237.00	24,237.00	24,237.00	24,237.00	
WA SEPTIC SUPPLIES	-	-	546.00	546.00	546.00	546.00	
<b>CATEGORY TOTAL</b>	-	-	<b>223,920.00</b>	<b>223,920.00</b>	<b>223,920.00</b>	<b>223,920.00</b>	
<b>DEPARTMENT TOTAL</b>	-	-	<b>223,920.00</b>	<b>223,920.00</b>	<b>223,920.00</b>	<b>223,920.00</b>	

**Description of Changes:** The Water Enterprise is assuming management responsibility for the schools waste water treatment plants. \$153,000 of the 300 WPS is being transferred to fund a portion of the Wastewater Treatment Management operating budget.

**491 Cemetery****Mission Statement:**

The mission of the Cemetery Department is to operate, maintain and preserve Westford's six cemeteries; Fairview, Hillside, Pine Grove, Westlawn, Wright and Pioneer burial ground. Our goal is to ensure services are appropriate, cost-effective, and of the highest quality while providing a clean, safe, and serene environment for all.

**Goals:**

- To complete data entry for Cemetery Management database system.
- To develop a master plan for the expansion of Pine Grove Cemetery.

**Description of Changes:**

The Cemetery Department is a division of the Parks, Recreation, & Cemetery Department. The Cemetery Supervisor position, the one full time employee, is shared with the Highway Department during winter months (November 15-April 15) to assist with snow, ice, and storm related events. The salary is reflected in both budgets. Repairs to vehicles used for both cemetery and highway related events are shared.

Personal Services: The \$1,653 increase is due to an increase in seasonal staff funding and a COLA of 2% for the department head.

Expenses: The budget shows an increase of \$749 due to propane gas cost estimates to heat the Pine Grove office. The Pine Grove Office is the main work/storage site for the Cemetery Supervisor.

**Programs & Services:**

The Cemetery Department provides preservation and support for the town's cemeteries including showing and selling burial lots, grounds keeping including moving, caring for turf, trees, walls, roadways, flower beds; readying grounds for Memorial Day and Veterans Day events, arranging for internments, preserving and protecting grave markers, and assisting the general public and visitors. The Cemetery Supervisor and Department Assistant work with funeral directors, families, relatives, the Veteran's Agent, and contractors in the coordination of burials, sale of lots, and genealogical research.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	12,708.00	13,277.00	13,845.00	13,845.00	14,191.00	14,191.00	4.28%
SECRETARY	14,773.00	14,773.00	14,773.00	14,773.00	14,830.00	14,773.00	0.00%
CEMETERY SUPERVISOR	32,040.00	32,254.00	32,254.00	32,254.00	32,254.00	32,254.00	0.00%
SEASONAL STAFF	3,288.08	4,320.00	5,405.00	5,405.00	5,405.00	5,405.00	25.12%
SEASONAL OVERTIME	6,059.73	4,980.00	4,980.00	4,980.00	4,980.00	4,980.00	0.00%
LONGEVITY	1,250.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
<b>CATEGORY TOTAL</b>	<b>70,118.81</b>	<b>71,104.00</b>	<b>72,757.00</b>	<b>72,757.00</b>	<b>73,160.00</b>	<b>73,103.00</b>	<b>2.32%</b>
<b>EXPENSES</b>							
ELECTRICITY	486.13	760.00	352.00	352.00	400.00	450.00	-53.68%
PROPANE GAS	2,519.91	1,948.00	3,037.00	3,037.00	3,100.00	3,200.00	55.90%
WATER	766.48	335.00	350.00	350.00	350.00	375.00	4.48%
GROUNDS MAINTENANCE	5,526.64	5,050.00	5,200.00	5,200.00	5,250.00	5,350.00	2.97%
EQUIPMENT MAINTENANCE	4,278.97	5,500.00	5,500.00	5,500.00	5,650.00	5,750.00	0.00%
OTHER CONTRACTUAL SERVICES	1,250.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
GASOLINE	4,759.47	6,453.00	6,775.00	6,775.00	6,775.00	6,775.00	4.99%
OFFICE SUPPLIES	163.64	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES		120.00	120.00	120.00	120.00	120.00	0.00%
DUES & MEMBERSHIPS		75.00	100.00	100.00	100.00	100.00	33.33%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>19,751.24</b>	<b>21,441.00</b>	<b>22,634.00</b>	<b>22,634.00</b>	<b>22,945.00</b>	<b>23,320.00</b>	<b>5.56%</b>
<b>DEPARTMENT TOTAL</b>	<b>89,870.05</b>	<b>92,545.00</b>	<b>95,391.00</b>	<b>95,391.00</b>	<b>96,105.00</b>	<b>96,423.00</b>	<b>3.08%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director	0.1	EXEM	13,845.00		13,845.00
Senior Assistant	0.3	CWA	14,773.00	750.00	15,523.00
Cemetery Supervisor	0.6	WPWA	32,254.00	750.00	33,004.00
Seasonal Staff			5,405.00		5,405.00
Overtime			4,980.00		4,980.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>71,257.00</b>	<b>1,500.00</b>	<b>72,757.00</b>

**Metrics:**

<b>2013 Cemetery Activity</b>				
<b>Description</b>	<b>Type</b>	<b>Quantity</b>	<b>General Fund Revenue</b>	<b>Trust Fund Revenue</b>
Sale of Lots	1 Grave Lot	7		
	2 Grave Lot	4		
	3 Grave Lot	1		
	4 Grave Lot	4		Perp. Care \$19,470
	Cremation Lots	11		Interest \$1,636
	<b>Sub-Total</b>	<b>27</b>	<b>\$12,980</b>	<b>\$21,106</b>
Burials				
	Full Burial	15		
	Cremation Burials	16		
	<b>Sub-Total</b>	<b>31</b>	<b>\$20,625</b>	
Monuments		22	\$440	
	<b>Sub-Total</b>	<b>22</b>	<b>\$440</b>	
	<b>Grand Total</b>	<b>80</b>	<b>\$34,045</b>	<b>\$21,106</b>



## Health & Human Services

### 510 Board of Health

#### **Mission Statement:**

The mission of the Westford Health Department/ Board of Health is to achieve the highest level of wellness for all Westford residents and employees by reducing the incidence of illness and death. This is accomplished by assessing community needs, adopting and enforcing health regulations and implementing improved community strategies to provide affordable quality health care and preventative health programs and services.

#### **Department Goals for 2013-2014**

- Coordinate Community Response to new Medical Marijuana regulations with Planning Department.
- Implement a self sustaining shingles program.
- Ensure continued effective implementation of Risk Based Food Protection Program and implement 1 FDA standard for certification.
- Implement Hazardous Materials Storage by-laws and ensure coordination with Fire Department.
- Expand services offered to Nashoba Tech including mental health, immunizations and domestic violence services.
- Establish an enhanced department process for data and documentation management including electronic payment and signatures.
- Establish a Lakes/Pond Water Protection Plan to include community education and enhanced monitoring.
- Continue to develop emergency plans and training for sheltering and risk communication. Establish partnerships to assist those residents requiring additional assistance and those with functional needs. Provide training and establish Medical Reserve Corps Response strike teams to enhance shelter response.
- Continue to seek grants and outside resources to assist with town revenue stream.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR HEALTH CARE	80,851.61	84,427.00	87,233.00	87,233.00	89,414.00	89,414.00	3.32%
HEALTH AGENT	62,336.00	62,336.00	62,336.00	62,336.00	62,336.00	62,336.00	0.00%
DIRECTOR - ENVIRON SERVICES	62,793.48	65,823.00	68,850.00	68,850.00	70,572.00	70,572.00	4.60%
FOOD INSPECTOR	32,029.46	33,246.00	33,246.00	33,246.00	33,374.00	33,246.00	0.00%
NURSE	49,358.40	51,162.00	52,180.00	52,180.00	53,684.00	53,479.00	1.99%
SUBSTANCE ABUSE COORDINATOR	24,700.27	25,558.00	26,196.00	26,196.00	26,954.00	27,523.00	2.50%
SENIOR ASSISTANT	44,890.73	47,196.00	47,196.00	47,196.00	47,377.00	47,196.00	0.00%
LONGEVITY	4,565.00	4,667.00	5,167.00	5,167.00	5,417.00	6,357.00	10.71%
<b>CATEGORY TOTAL</b>	<b>361,524.95</b>	<b>374,415.00</b>	<b>382,404.00</b>	<b>382,404.00</b>	<b>389,128.00</b>	<b>390,123.00</b>	<b>2.13%</b>
<b>EXPENSES</b>							
VEHICLE MAINTENANCE	784.02	900.00	1,000.00	1,000.00	1,300.00	1,500.00	11.11%
CONTRACTED CLERICAL SERVICES	1,250.00	1,800.00	1,800.00	1,800.00	2,100.00	2,100.00	0.00%
BIOHAZARD WASTE DISPOSAL	440.80	3,000.00	3,000.00	2,500.00	3,100.00	3,100.00	-16.67%
LABORATORY SERVICES	-	800.00	800.00	800.00	900.00	900.00	0.00%
DENTAL SERVICES	1,990.00	3,500.00	3,500.00	3,500.00	3,600.00	3,600.00	0.00%
CONSULTING SERVICES	1,540.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
ADVERTISING - LEGAL	131.20	500.00	700.00	700.00	700.00	700.00	40.00%
PRINTING SERVICES	3,307.28	3,500.00	4,500.00	4,500.00	5,000.00	5,200.00	28.57%
GASOLINE	1,704.78	1,750.00	1,900.00	1,900.00	2,300.00	2,400.00	8.57%
OFFICE SUPPLIES	2,264.45	3,500.00	3,600.00	3,600.00	3,800.00	3,900.00	2.86%
HEALTH / MEDICAL SUPPLIES	3,320.28	3,000.00	3,100.00	3,100.00	3,200.00	3,200.00	3.33%
BOOKS & SUBSCRIPTIONS	-	150.00	150.00	150.00	150.00	150.00	0.00%
TRAVEL - MILEAGE	2,248.23	1,900.00	2,000.00	2,000.00	2,200.00	2,300.00	5.26%
MEETINGS & CONFERENCES	1,200.00	1,900.00	1,900.00	1,900.00	1,900.00	1,900.00	0.00%
DUES & MEMBERSHIPS	836.00	600.00	750.00	750.00	725.00	725.00	25.00%
FLU CLINIC	12,679.83	10,000.00	-	-	-	-	-100.00%
ENCUMBRANCES	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>33,696.87</b>	<b>40,800.00</b>	<b>32,700.00</b>	<b>32,200.00</b>	<b>34,975.00</b>	<b>35,675.00</b>	<b>-21.08%</b>
<b>DEPARTMENT TOTAL</b>	<b>395,221.82</b>	<b>415,215.00</b>	<b>415,104.00</b>	<b>414,604.00</b>	<b>424,103.00</b>	<b>425,798.00</b>	<b>-0.15%</b>

**Description of Changes:**

The personal services budget has a 2% COLA for the non-union positions along with a step-increase for the Substance Abuse Coordinator. The Flu Clinic budget will now be funded through the Board of Health revolving account. The department bills and receives reimbursements from most insurance carriers for the vaccines as well as the administration costs associated with the flu clinics, which covers the expense. The Biohazardous waste pick-up has been reduced based on the past two years of expenses.

**Programs & Services:****Program Description**

The Westford Health Department provides a wide range of both clinical and environmental services to monitor and improve the health of the residents of Westford. These diverse public health initiatives and efforts conducted by our staff promote positive health practices, protect the health of the community and encourage healthy behaviors across the life span.

**Health Services** focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. It addresses a comprehensive range of health conditions and concerns. Programs and services include : communicable disease surveillance and communicable disease control; immunization program including yearly community and school based flu clinics; health fairs; educational health programs for community and schools; lead program; health screenings; mental health programs and referrals; substance abuse prevention services; school based dental program grades k-6; senior dental program ;tobacco control including enforcement of state and local smoking control requirements, issuance of permits for tobacco retailers and compliance monitoring; town employee wellness program; sharps program & unwanted medication drop off; emergency preparedness.

**Environmental Services** focuses on the assessment, management, control and prevention of environmental factors that may adversely affect the health, safety or well being of residents. Programs and services include: Title V inspections and permitting; swimming pool inspections; beach testing,; licensing and inspection of all food establishments; inspection and licensing of all recreational camps; hazardous materials and storage by-laws; animal, rodent and vector control; mercury program ; investigation of

environmental violations; site plan reviews; groundwater protection and surveillance; housing inspections and enforcement actions; abatement of general health nuisances; educational programs on environmental and food safety issues.

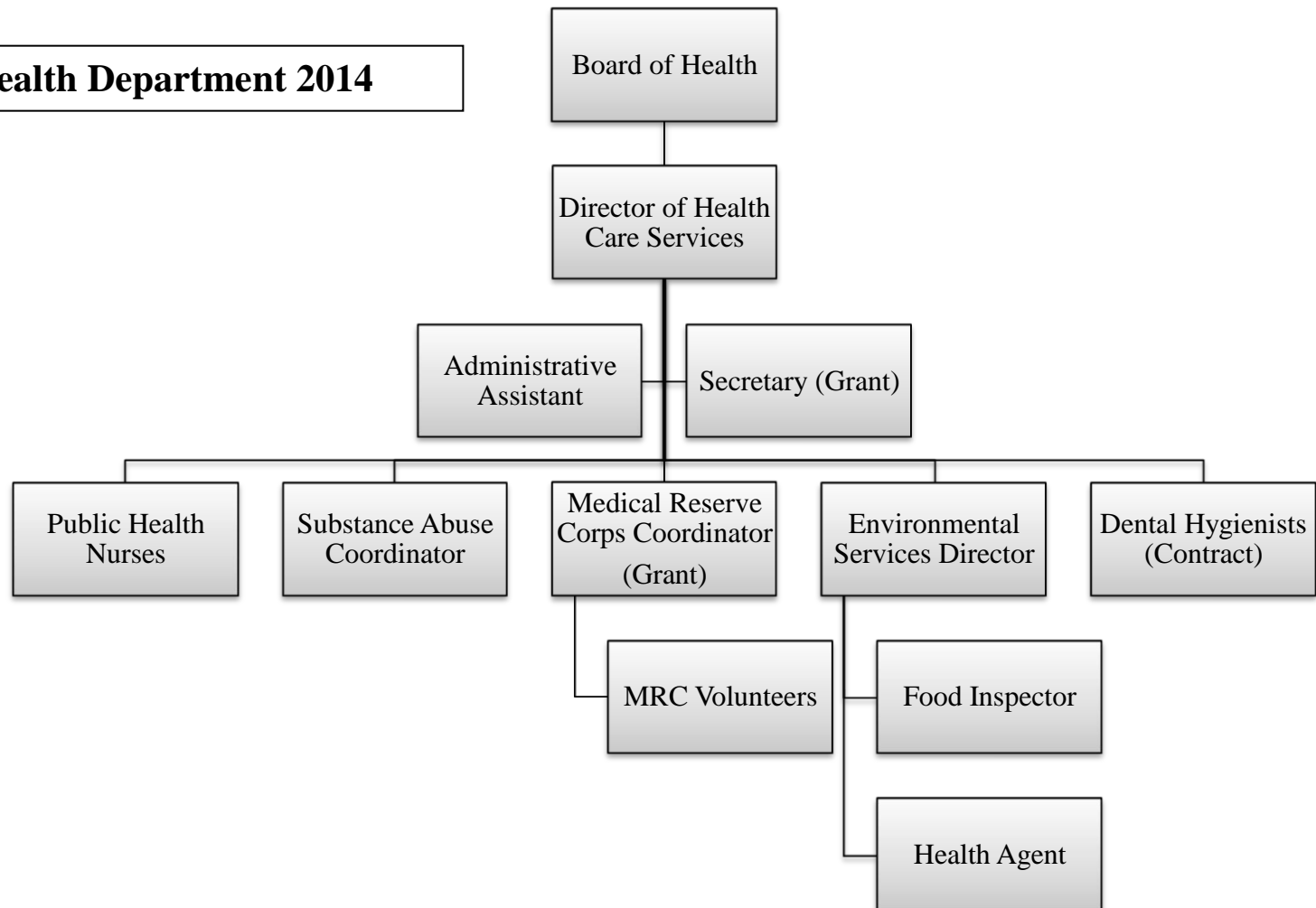
**Significant Departmental Accomplishments:**

- Established a High Risk Food Protection Program to ensure those restaurants at highest risk receive additional inspections.
- Submitted and received \$2500 grant from FDA to assist with our Food Inspectional Program and trainings.
- Provided multiple Serv Safe trainings for groups and organizations.
- Sought Medicare and insurance reimbursement during flu season, collecting over \$33,000 for administrative and vaccine costs.
- Secured \$9,800 in grant and foundation funds to begin a shingles program for uninsured and underinsured elderly residents.
- Sought and received ~ \$5,000 in private donations to sustain the senior dental program providing free dental care to the uninsured and underinsured elderly in town.
- Secured over \$34,000 from multiple grants obtained through the Upper Merrimack Valley MRC. Grants enhance the towns emergency preparedness efforts related to sheltering, functional needs residents and pet and family preparedness. Produced PSA for cable on family preparedness which is linked to our website.
- Utilized volunteer Medical Reserve Corp members to staff 5 community and 9 school based flu clinics.
- Provided CPR training for town employees utilizing MRC trainers ensuring teams available in public buildings trained in AED use and administration of CPR.
- Developed a pet shelter plan that enables pets to accompany residents during emergency shelter visits and conducted regional drill to test plan and ability to host a pet friendly shelter.
- Updated local well and Hazardous Materials Storage By-Law to better protect the health of our residents.
- Continued a successful “Let’s Move “campaign to fight obesity within the community, providing educational programs and services to schools, employees and residents.
- Planned, implemented and evaluated a multi-faceted approach to address West Nile, EEE and Lyme disease. Efforts included a tick reduction presentation and landscaping barrier model program at Nabnasset School.
- Provided sharps pick-up for medical waste and worked collaboratively with Police Department to include medication drop off at Police Department and drop off days in conjunction with DEA.
- Provided certification program for food handlers and 2 trainings for Real estate agents and residents on Title 5.

- Provided expanded Domestic Violence programs and services through the Westford Coalition of Non- Violence committee and continued monthly taskforce committee meetings and activities.
- Worked with partners to expanded mental health services offered through Interface to include adult as well as child and adolescent populations and support group for parents with children suffering mental health issues and outreach to the Nashoba Technical High School.
- Organized training and implementation process for moving to electronic signatures and online payment permitting system.
- Collaborated with Water Department to offer a Wellness Expo and Open House providing educational materials on wide array of topics.
- Participated in town wide Strategic Planning Session at Kimball's presenting preparedness information with Emergency Management, Police Department and Fire Department on the Towns Emergency Preparedness efforts.
- Provided High Risk Flu Vaccine for over 60 in Westford and sought reimbursement for administration and vaccine, securing additional funds for community.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director of Health Services	1.0	EXEM	87,233.00	2,000.00	89,233.00
Director Environmental Svcs	1.0	EXEM	68,850.00	1,000.00	69,850.00
Health Agent	1.0	OPEIU	62,336.00	500.00	62,836.00
Nurse	0.8	NON	52,180.00	400.00	52,580.00
Substance Abuse Coordinator	0.4	OPEIU	26,196.00		26,196.00
Food Inspector	0.5	OPEIU	33,246.00	267.00	33,513.00
Administrative Assistant	1.0	CWA	47,196.00	1,000.00	48,196.00
<b>Total Personal Services</b>	<b>5.7</b>		<b>377,237.00</b>	<b>5,167.00</b>	<b>382,404.00</b>

**Health Department 2014**

## Metrics

Communicable Diseases	FY 12	FY13	Services	FY 12	FY 13
Babesiosis	2	0	School Flu Immunizations	371	367
Campylobacter	4	8	Seasonal Flu immunizations	1205	1819
Calicivirus/Norovirus	0	2			
Cryptosporidiosis	2	0	<b>Clinics</b>		
Erhlichiosis	1	0	Hearing	19	19
Giardia	1	3	Cholesterol Screening	7	28
Group A Streptococcus	0	1	Tuberculosis Testing	46	42
Group B Streptococcus	3	1	Immunizations	25	27
Hepatitis A	0	1	Pap Smear Clinic	4	3
Hepatitis B	3	3	Home Visits	39	60
Hepatitis C	17	6	Well Child Clinic	2	2
HGA	6	6	Hypertension Screening	235	248
Legionellosis	0	1	Animal Bite Consultation	14	19
Lyme Disease	43	42			
Pertussis	2	3	<b>Educational Programming</b>		
Salmonella	1	4	Number of Programs	15	13
Shiga Toxin Producing Organism	1	0	Participants	1332	443
Toxoplasmosis	5	1	Employee Health Programs	10	11
Varicella	4	4	Participants	207	190
Yersiniosis	0	1	<b>MRC Volunteer activities</b>		
			Events supported by members		41
			# supporting Westford flu clinics		130
			# providing community service		63
			# participating in response training		63
			# of shifts filled at events or clinics in Westford		325

## Applications Reviewed/Permits Approved

<b>Septic Related</b>	<b>FY12</b>	<b>FY13</b>	<b>Food Service Related</b>	<b>FY12</b>	<b>FY13</b>
Septic Haulers/Installers	79	78	Annual Establishments	137	158
Soil Evaluations & Percolation Testing	74	80	Food Establishment Complaints	10	13
System Construction	147	119	Catering Licenses	3	4
Portable Chemical Toilets	22	13	Other (Frozen Dessert, Milk & Cream)	102	101
Title 5 Inspections Reviewed	277	284	Food Establishment Plans Reviewed	11	13
			Seasonal Establishments	31	31
<b>Water/Well Systems Related</b>			Temporary Events	86	94
Wells/Water Systems	32	28	Farmer's Market	43	18
<b>Camp/Camping Related</b>					
Day/Overnight & Rec Camps	4	5	<b>Miscellaneous</b>		
Inspections Conducted	6	6	Housing Inspections	24	39
			Beaver Inspections/Complaints	6	8
<b>Recreational Water Related</b>			Building Permits	176	236
Swimming Pool Inspections	17	24	Stabling & Piggery Permits/Inspection	27	20
Swimming Pools	17	17	Hazardous Materials Registration	42	58
Bathing Beaches	14	14	Demo Permit Inspections	0	17
Bathing Beach Inspections/Testing	189	189			



### Permit and Services Receipts

	<b>FY12 Revenue</b>	<b>FY13 Revenue</b>		<b>FY 12 Revenue</b>	<b>FY13 Revenue</b>
Septic	25,220	17,825	Well Child	10	10
Portable toilets	150	105	Mantoux Testing	90	45
Installers	6,200	5,800	Cholesterol	180	360
Haulers	1,800	1,575	Immunization	60	60
Temp food permits	2,160	2,255	Dental	560	460
Soil evaluation & percolation tests	10,050	12,200	Fines	155	455
Pump and water systems	650	600	Funeral Directors	50	25
Stabling/piggery	1,280	805	Camping/hotel/motel	830	850
Food	34,093	35,970	Pool	1,780	1,785
Frozen dessert	150	460	Beach	1,710	1,710
Mobile food-catering	700	430	Well	1,200	1,200
Tobacco	2,500	2,875	Pap Test	30	30
Farmers Market	1,645	915	Flu/Pneumonia Reimbursement	22,863	33,490
Title V review	-	5,650	Residential Kitchen (broken out for this year)		1,410
Pre- Demolition Walk through	-	300	Serv Safe- revenue	347	476
Housing Inspections	-	255			
Beaver Dam Modification	125	75	<b>TOTAL</b>	<b>116,239</b>	<b>130,386</b>

**540 Senior Center****Mission Statement:**

The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence and encourage their involvement in and with the center and community.

**Goals:**

- Continue to create efficiencies to provide services to the increasing senior population. Examples of the efficiencies are possible email or online registrations and improving the web site to provide additional information.
- Work towards improving the quality of life for those aged 60 or older by providing services, advocacy and information.
- Explore resources and alternatives to expand the parking lot at the Cameron Senior Center from the present 57 parking spots.

**Budget Narrative:**

The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills. We strive to respond to their diverse needs and interests, enhance their dignity, support their independence and encourage their involvement in and with the center and community. The facility completed a major renovation and expansion in 2010 and the 4.55% requested for FY15 reflects the ongoing adjustments in the use of utilities and service contracts as part of a new building.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
RECORDS SUPERVISOR	51,909.00	52,109.00	52,109.00	52,109.00	52,309.00	52,109.00	0.00%
CUSTODIANS	30,744.48	30,864.00	30,864.00	30,864.00	30,981.00	30,864.00	0.00%
REGISTRAR	27,892.35	31,019.00	31,640.00	31,640.00	32,555.00	32,431.00	2.00%
EVENING SUPERVISORS	8,363.18	8,326.00	8,493.00	8,493.00	8,739.00	8,705.00	2.01%
LONGEVITY	786.50	847.00	847.00	847.00	847.00	1,270.00	0.00%
SNOW REMOVAL COVERAGE		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>119,695.51</b>	<b>124,165.00</b>	<b>124,953.00</b>	<b>124,953.00</b>	<b>126,431.00</b>	<b>126,379.00</b>	<b>0.63%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	270.00	270.00	270.00	270.00	270.00	270.00	0.00%
ELECTRICITY	24,595.75	26,000.00	26,200.00	26,200.00	26,200.00	26,200.00	0.77%
NATURAL GAS	8,457.68	8,000.00	9,000.00	9,000.00	9,600.00	9,600.00	12.50%
WATER	2,091.06	2,030.00	3,000.00	3,000.00	3,000.00	3,000.00	47.78%
SEWER/SEPTIC	1,896.89	2,760.00	4,000.00	4,000.00	4,000.00	4,000.00	44.93%
BUILDING MAINTENANCE	4,047.00	1,658.00	4,000.00	4,000.00	4,000.00	4,000.00	141.25%
EQUIPMENT MAINTENANCE	450.32	1,833.00	1,833.00	1,833.00	1,833.00	1,833.00	0.00%
BLDG MAINT SVCS - HVAC	4,704.67	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
BLDG MAINT SVCS - GENERATOR	190.00	500.00	500.00	500.00	500.00	500.00	0.00%
BLDG MAINT SVCS - ELEVATOR	750.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
BLD MAINT SVCS - FIRE/ALARM	1,302.38	1,000.00	2,000.00	2,000.00	2,000.00	2,000.00	100.00%
CONTRACTED SNOW REMOVAL	89.05	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
WIFI INSTALLATION		-	-	-	-	-	
OFFICE EQUIPMENT	70.07	600.00	600.00	600.00	600.00	600.00	0.00%
CUSTODIAL / CLEANING SUPPLIE	4,921.07	4,500.00	5,000.00	5,000.00	5,000.00	5,000.00	11.11%
LIGHTING / ELECTRICAL SUPPLIE	-	250.00	600.00	600.00	600.00	600.00	140.00%
BOTTLED WATER	222.61	600.00	300.00	300.00	300.00	300.00	-50.00%
TRAVEL-MILEAGE	265.78	300.00	300.00	300.00	300.00	300.00	0.00%
MEETINGS & CONFERENCES	266.00	100.00	300.00	300.00	300.00	300.00	200.00%
ENCUMBRANCES	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>54,590.33</b>	<b>57,901.00</b>	<b>65,403.00</b>	<b>65,403.00</b>	<b>66,003.00</b>	<b>66,003.00</b>	<b>12.96%</b>
<b>DEPARTMENT TOTAL</b>	<b>174,285.84</b>	<b>182,066.00</b>	<b>190,356.00</b>	<b>190,356.00</b>	<b>192,434.00</b>	<b>192,382.00</b>	<b>4.55%</b>

**Description of Changes:**

The 4.55% increase for the Cameron Senior Center is reflective of the ongoing adjustments in the use of utilities and service contracts as part of a new building. Overtime for the part time maintenance worker to provide snow removal and deal with emergencies after hours has been included. The facility completed a major renovation and expansion in 2010.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Records Supervisor	1.0	CWA	52,109.00	500.00	52,609.00
Custodian	0.7	CWA	30,864.00	347.00	31,211.00
Registrars		NON	31,640.00		31,640.00
Evening Supervisors		NON	8,493.00		8,493.00
Snow Removal Coverage		NON	1,000.00		1,000.00
<b>Total Personal Services</b>	<b>1.7</b>		<b>124,106.00</b>	<b>847.00</b>	<b>124,953.00</b>

**541 Council on Aging****Mission Statement:**

The mission of the Council on Aging is to promote physical, emotional, and economic well-being of older adults and to promote their participation in all aspects of community life. Our vision is to improve the quality of life for those aged 60 or older and to provide services, advocacy and information.

**Budget Narrative:**

The mission of the Council on Aging is to promote physical, emotional, and economic well-being of older adults and to promote their participation in all aspects of community life. Our vision is to improve the quality of life for those aged 60 or older and to provide services, advocacy and information. The 3.14% increase request is reflective of a proposed salary increase for our van drivers that provide transportation to Senior's and the disabled after completing a market analysis.

**Description of Changes:**

The 6.02% increase request is reflective in the request for an increase in awards from \$800 to \$1,000 for the Senior Rebate Program. In addition, the cost of gasoline to operate our three (3) diesel vans to provide transportation to seniors and the disabled has been underfunded in recent years. The budget request reflects past actual usage of miles on the vans.

**Programs & Services:**

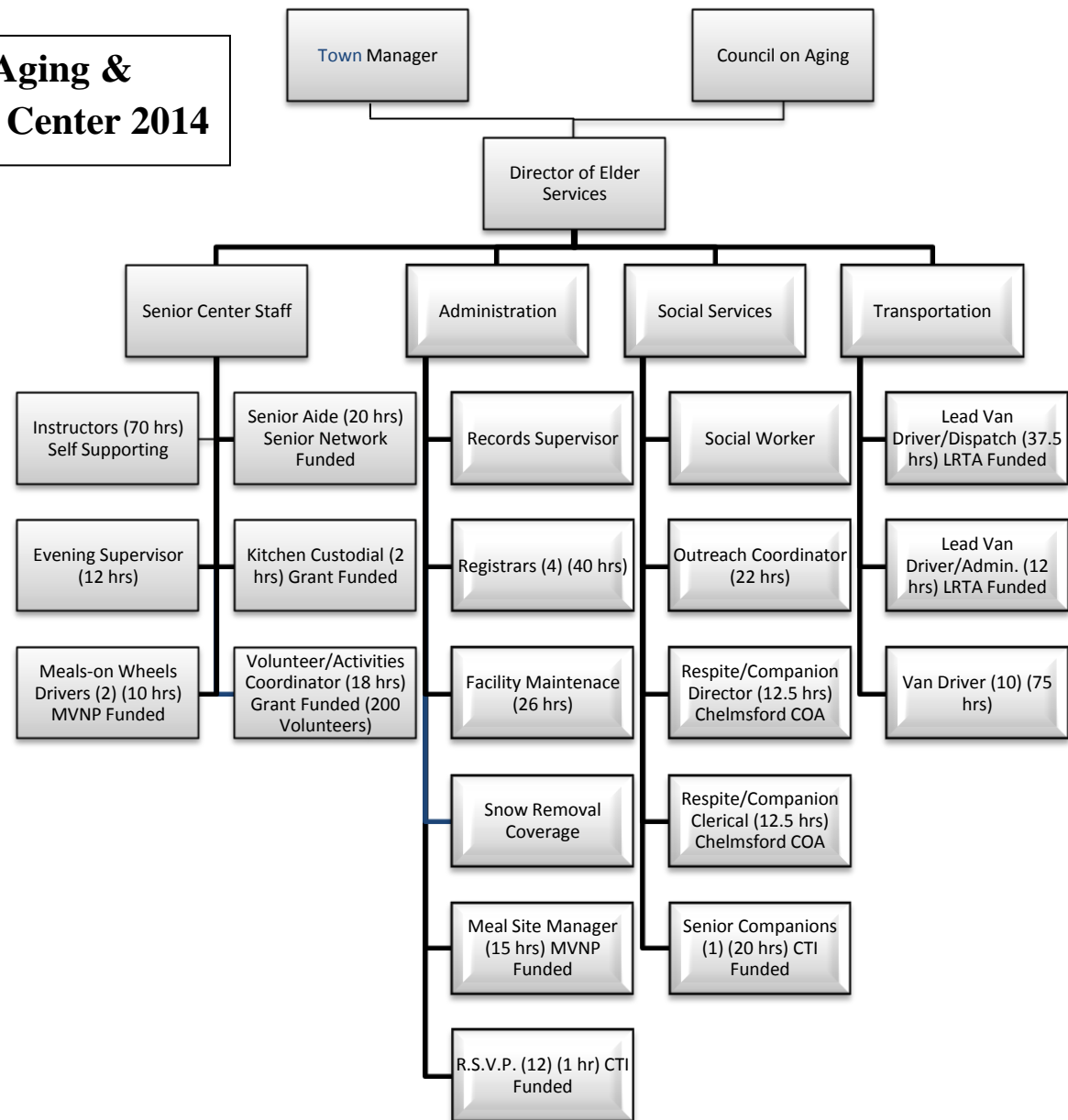
The Council on Aging provides the social services for all residents in need of assistance, not just seniors. Some of the services we offer are fuel assistance, social work, holiday baskets, food pantry, transportation, housing, companion/ respite care, food stamps, legal services in addition to acting as an emergency shelter.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	77,685.00	78,462.00	80,032.00	80,032.00	82,038.00	82,032.00	2.00%
SOCIAL WORKER	66,268.51	70,056.00	71,457.00	71,457.00	73,243.00	73,244.00	2.00%
OUTREACH COORDINATOR	20,191.66	20,775.00	21,191.00	21,191.00	21,803.00	21,720.00	2.00%
VAN DRIVERS	23,188.22	26,707.00	32,620.00	32,620.00	33,564.00	33,436.00	22.14%
LONGEVITY	2,222.00	2,755.00	2,294.00	2,294.00	2,294.00	2,440.00	-16.73%
SENIOR REBATE PROGRAM	20,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>209,555.39</b>	<b>223,755.00</b>	<b>232,594.00</b>	<b>232,594.00</b>	<b>237,942.00</b>	<b>237,872.00</b>	<b>3.95%</b>
<b>EXPENSES</b>							
VEHICLE MAINTENANCE	3,997.59	4,000.00	4,800.00	4,800.00	4,800.00	4,800.00	20.00%
HOMEMAKERS SERVICES	-	-	-	-	-	-	-
LEGAL SERVICES	-	100.00	100.00	100.00	100.00	100.00	0.00%
HEALTH / NUTRITION SERVICES	190.00	500.00	500.00	500.00	500.00	500.00	0.00%
POSTAGE	7,530.13	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%
SENIOR VOLUNTEER SERVICES	-	100.00	100.00	100.00	100.00	100.00	0.00%
GASOLINE	8,002.41	12,740.00	13,500.00	13,500.00	13,500.00	13,500.00	5.97%
OFFICE SUPPLIES	5,194.35	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
PROGRAMS & ACTIVITIES	1,212.80	200.00	400.00	400.00	400.00	400.00	100.00%
SOCIAL & CULTURAL PROGRAMS	331.60	300.00	400.00	400.00	400.00	400.00	33.33%
RESPIRE CARE SERVICES	-	-	-	-	-	-	-
TRAVEL - MILEAGE	1,859.95	3,000.00	2,000.00	2,000.00	2,000.00	2,000.00	-33.33%
MEETINGS & CONFERENCES	3,837.92	3,500.00	3,000.00	3,000.00	3,000.00	3,000.00	-14.29%
SENIOR REBATE PROGRAM	-	-	-	-	-	-	-
ENCUMBRANCES	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>32,156.75</b>	<b>34,940.00</b>	<b>35,300.00</b>	<b>35,300.00</b>	<b>35,300.00</b>	<b>35,300.00</b>	<b>1.03%</b>
<b>DEPARTMENT TOTAL</b>	<b>241,712.14</b>	<b>258,695.00</b>	<b>267,894.00</b>	<b>267,894.00</b>	<b>273,242.00</b>	<b>273,172.00</b>	<b>3.56%</b>
<b>TOTAL: CSC/Council On Aging</b>	<b>415,997.98</b>	<b>440,761.00</b>	<b>458,250.00</b>	<b>458,250.00</b>	<b>465,676.00</b>	<b>465,554.00</b>	<b>3.97%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
COA Director	1.0	EXEM	80,032.00	2,000.00	82,032.00
Social Worker	1.0	EXEM	71,457.00	-	71,457.00
Outreach Coordinator	0.5	NON	21,191.00	294.00	21,485.00
Van Drivers			32,620.00	-	32,620.00
Senior Rebate			25,000.00		25,000.00
<b>Total Personal Services</b>	<b>2.5</b>		<b>230,300.00</b>	<b>2,294.00</b>	<b>232,594.00</b>

# **Council on Aging & Cameron Senior Center 2014**





**543 Veteran's Services**

**Mission Statement:** The town of Westford's Department of Veterans' Services mission is to honor and serve veterans and their families. By serving as their principal advocate, we are ensuring that they receive the care, support and recognition earned in service to their country.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	36,660.00	47,497.00	48,447.00	48,447.00	49,848.00	49,658.00	2.00%
VETERANS TAX WORK PROGRAM	2,500.00	5,000.00	5,000.00	5,000.00	10,000.00	10,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>39,160.00</b>	<b>52,497.00</b>	<b>53,447.00</b>	<b>53,447.00</b>	<b>59,848.00</b>	<b>59,658.00</b>	<b>1.81%</b>
<b>EXPENSES</b>							
MONUMENT MAINT SERVICES							
OFFICE SUPPLIES	366.14	300.00	450.00	450.00	450.00	450.00	50.00%
PROGRAMS & ACTIVITIES	2,291.83	3,500.00	4,500.00	4,500.00	4,000.00	4,000.00	28.57%
MEETINGS & CONFERENCES	347.03	650.00	850.00	850.00	850.00	850.00	30.77%
VETERAN'S SERVICES	77,321.25	78,000.00	140,000.00	140,000.00	150,000.00	160,000.00	79.49%
ENCUMBRANCES	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>80,326.25</b>	<b>82,450.00</b>	<b>145,800.00</b>	<b>145,800.00</b>	<b>155,300.00</b>	<b>165,300.00</b>	<b>76.83%</b>
<b>DEPARTMENT TOTAL</b>	<b>119,486.25</b>	<b>134,947.00</b>	<b>199,247.00</b>	<b>199,247.00</b>	<b>215,148.00</b>	<b>224,958.00</b>	<b>47.65%</b>

**Description of Changes:**

Benefits provided by the US Department of Veterans Affairs are NOT administered by the town; therefore, there is no direct cost to the town. Some Chapter 115 recipients are moved to federal benefits programs when applicable. 80% of the clients seen are connected to federal resources.

- The number of Chapter 115 benefits recipients continues to increase at a rate of 1 new recipient every 6 weeks. The average recipient is budgeted at \$500/month but they are trending higher. The actual amount is variable based on the number of

reimbursable items submitted by the recipient. In FY13, the total monthly benefit paid to recipients varied from a low of \$5,127.77 (avg. of \$466.14/recipient) to a high of \$9,628.22 (avg. of \$641.88/recipient). The Commonwealth reimburses the town for 75% of the Ch. 115 benefits paid.

- In FY14, three increases in the Veterans Services budget were requested, 2 via FinCom (in Nov and then in June, fiscal year close) and one at Annual Town Meeting.
- In FY13, Veterans Services was approved for \$5,000 to allocate to the Veteran's Property Tax Work Off program. It was late in the fiscal year starting (needed to complete before the last fiscal property tax bill in May), so only half of the budgeted amount was used. This year we have already engaged 5 veterans (15 applied) and will use the entire budgeted amount. We are requesting no increase this year, to remain at 5 recipients, \$5,000.
- The street flags used during the two holiday periods (Memorial Day and Veterans Day) are showing wear and will need to be replaced before Memorial Day 2014. That is why the increase in the flag budget was requested. The veterans grave marker flags are reimbursable from the commonwealth at the same rate as benefits, 75%. Street, parks and memorial flag costs are borne by the town.
- There are two town-wide veterans holidays, Memorial Day and Veterans Day, hosted and funded by the town. Only holiday payroll hours for Highway/Parks and Recreation personnel in support of these events are charged back to this department. Police and Fire Department staffing are accommodated by the respective department at no charge to this department. To date, we have never paid remuneration to any participants of these events. Thru the extensive use of volunteers and local organizations, costs to the town are minimal. 6 of the 8 artificial wreaths required for the war memorials were purchased in FY13. 2 additional are budgeted for FY14. Two "live" wreaths are purchased each year because they are thrown in to the waters at Forge Pond and Nab Lake and are usually not retrievable.
- Veteran property tax abatements, credits and deferrals are currently managed by the town's assessor department and are not reflected in this budget.
- Training is offered twice year in a conference-style forum. One is 100% reimbursed by the Commonwealth. The other is hosted by the MA Veterans Services Officers Association and all costs are borne by the town.
- The VSO position was elevated to a full 37-1/2 hour work week in FY14.
- An administrative assistant (19 hours a week) is part of the staff and is funded thru a US Dept of Labor (administered by the National Senior Network) grant program at no cost to the town. We also have a Property Tax Work Off worker (4 hours a week for administrative purposes) and numerous unpaid volunteers for efforts like cemetery flag replacement, war memorials

half-staff support and hospital and nursing home visitation. These resources provide about 30 hours a week of support to this office at no cost to the town.

### Programs & Services:

The Town of Westford's Department of Veterans' Services serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled to. In addition, the department provides financial assistance to qualifying veterans, surviving spouses and their dependents. Westford DVS administers services and financial assistance under the provisions of MGL Chapter 115 and CMR 108.

This department also assists veterans in applying for federal VA benefits, such as service connected compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, as well as pension benefits for those veterans in assisted living or are housebound.

This office is NOT affiliated with the US Department of Veterans Affairs.

### Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	48,447.00		48,447.00
Veterans' Tax Work Program			5,000.00		5,000.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>53,447.00</b>	<b>-</b>	<b>53,447.00</b>

### Veterans Services 2014

Town Manager

Assistant Town  
Manager

Veterans  
Services Agent

## Culture & Recreation

### 610 Library

#### Vision Statement:

The J. V. Fletcher Library is a global gateway dedicated to serving the town of Westford and committed to celebrating the community's heritage, diversity and multiculturalism. Library patrons of all ages and socio-economic circumstances experience the Fletcher Library as a responsive, innovative resource meeting their unique needs and offering a personal library experience. Lives are enriched and enhanced through the lifelong exposure to, and exploration of, life-changing ideas, creativity, information and evolving technologies. In a world of rushed and removed relationships, the library offers both a virtual village and a space of sanctuary and community. *Approved by the Board of Library Trustees, June 4, 2012.*

#### Mission Statement:

The J. V. Fletcher Library serves as a progressive responsive community resource, dedicated to the informational, cultural, educational and technological needs of its patrons. The Library supports its users in their lifelong pursuit of learning, personal growth and self-fulfillment. It encourages the young in their exploration of and celebration of the world. The Library is a resource for exploring and using new technologies, collections and media. The Library provides a gathering place for community members – in all their diversity – to meet in social engagement, to share discourse, to ponder divergent ideas and to engage in civic connection. The Library strives to be both reflective of and responsive to the community. It also seeks to be in the forefront of professional library service – attracting and leading the community into the future in a warm and welcoming public setting. *Approved by the Board of Library Trustees, July 9, 2012.*

#### Goals:

The following Goals (as well as Objectives and Activities) were approved by the J. V. Fletcher Library Board of Trustees within the *Strategic Plan 2014-2018* on 9/10/12 for submittal to the Massachusetts Board of Library Commissioners. The *J. V. Fletcher Library Strategic Plan 2014-2018* in its entirety will be distributed to the full Finance Committee:

GOAL I: Library patrons speedily access a global array of titles, formats, and information sources, meeting and reflecting their needs, interests, careers and diverse demographics.

GOAL II: Library patrons enjoy a modern, expansive facility, designed and furnished to afford: collection growth; study, activity and meeting space; leisure reading; technological access; and communal areas for the purpose of programming, governance and public discourse.

GOAL III: The J. V. Fletcher Library is funded at a level that reflects the demographics, expectations, educational level and service needs of the community of Westford.

GOAL IV: Library patrons of all ages and socio-economic circumstances have access to collections, meaningful activities, programs and events which foster personal growth, self-development and exposure to ideas, art, cultures and current issues during service hours which reflect their needs.

GOAL V: Library patrons enjoy access to an array of services, programs and collections facilitated by trained, customer-oriented and sufficient staffing.

GOAL VI: Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities in a customer-oriented setting.

GOAL VII: Library patrons enjoy increased awareness of, and access to, Library programs, services and outreach because of an expanded marketing program.

GOAL VIII: Library patrons access data, information, resources and collections cataloged via the latest technological tools, via the latest technology and via new technological formats in a global and uninterrupted environment.

**Description of Changes:**

EXEMPT Management Personnel line items are increased by 2% per Budget direction; the LIBRARY PAGES line item remains at the FY14 level (increased by 1% in FY14). All CWA Personnel line items remain level-funded pending settlement of the CWA bargaining unit contract. The exception is the LIBRARY ASSISTANTS line which includes two current part-time benefitted positions increased to full-time status in FY15. This increase not only reflects the SUCCESSION PLANNING goals (see final tab) of the Library Department, but also restores funding to meet the Municipal Appropriation Requirement (MAR), once bargaining personnel settle their contract. The LONGEVITY line item increases, reflecting the tenure of current staff.

The 15% for BOOKS is based upon the new State formula, and includes offsets from GIFTS and TRUST FUNDS. This line item – along with CWA increases -- will need to be adjusted in order for Westford to meet the FY15 MAR level. Utility reductions reflect the new town-wide bidding and are roughly based upon the most recent six-year average consumption [see attachment]. Postage increased in FY14 with a change in MVLC network notice policy (more overdue notices, bills and reminders). The Membership Formula cost for MVLC is not yet available, so is only estimated here; this should be available in September. Most line items reflect FY13 Actual uses.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
LIBRARY DIRECTOR	90,261.99	93,220.00	94,848.00	94,848.00	97,219.00	97,219.00	1.75%
ASSISTANT DIRECTOR	65,377.00	67,502.00	68,699.00	68,699.00	70,416.00	70,416.00	1.77%
SENIOR LIBRARIANS	222,751.43	229,761.00	234,408.00	234,408.00	240,494.00	244,876.00	2.02%
LIBRARY ASSISTANTS	534,970.28	554,127.00	581,337.00	581,337.00	587,424.00	588,960.00	4.91%
RECORDS SUPERVISOR	49,832.70	50,024.00	50,024.00	50,024.00	52,308.00	52,109.00	0.00%
7 SATURDAY, JULY-AUG		-	12,008.00	12,008.00	12,008.00	12,008.00	
OTHER SUPPORT STAFF	8,580.46	12,008.00	-	-	-	-	-100.00%
CUSTODIANS	61,134.95	61,515.00	58,957.00	58,957.00	61,736.00	61,515.00	-4.16%
CUSTODIAL OVERTIME	-	-	2,558.00	2,558.00	-	-	0.00%
PAGES	11,334.91	13,092.00	13,092.00	13,092.00	13,142.00	13,092.00	0.00%
LONGEVITY	15,569.00	16,236.00	19,980.00	19,980.00	21,219.00	21,786.00	23.06%
<b>CATEGORY TOTAL</b>	<b>1,059,812.72</b>	<b>1,097,485.00</b>	<b>1,135,911.00</b>	<b>1,135,911.00</b>	<b>1,155,966.00</b>	<b>1,161,981.00</b>	<b>3.50%</b>

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	3,530.00	3,530.00	3,530.00	3,530.00	3,530.00	3,530.00	0.00%
ELECTRICITY	32,132.54	36,500.00	34,560.00	34,560.00	34,750.00	35,028.00	-5.32%
HEATING FUEL	11,728.17	18,606.00	12,580.00	12,580.00	13,000.00	14,500.00	-32.39%
WATER	1,906.08	1,970.00	2,000.00	2,000.00	2,030.00	2,060.00	1.52%
EQUIPMENT MAINTENANCE	25,211.49	30,583.00	24,535.00	24,535.00	24,535.00	24,911.00	-19.78%
MVLC NETWORK MAINTENANCE	28,200.00	31,548.00	32,800.00	32,800.00	32,825.00	33,153.00	3.97%
POSTAGE	6,267.44	4,500.00	5,200.00	5,200.00	5,278.00	5,278.00	15.56%
PRINTING SERVICES	2,179.03	2,875.00	2,875.00	2,875.00	2,875.00	2,875.00	0.00%
OFFICE SUPPLIES	17,247.92	17,000.00	17,500.00	17,500.00	17,763.00	18,029.00	2.94%
CUSTODIAL / CLEANING SUPPLIE	6,029.99	10,865.00	7,000.00	7,000.00	7,000.00	7,000.00	-35.57%
BOOKS & SUBSCRIPTIONS	195,219.75	192,595.00	198,547.00	198,547.00	201,045.00	204,343.00	3.09%
MEETINGS & CONFERENCES	2,554.23	3,591.00	800.00	800.00	800.00	800.00	-77.72%
MILEAGE	-	-	3,595.00	3,595.00	3,595.00	3,595.00	
PUBLIC EMPLOYEE BOND	364.48	365.00	365.00	365.00	365.00	365.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>332,571.12</b>	<b>354,528.00</b>	<b>345,887.00</b>	<b>345,887.00</b>	<b>349,391.00</b>	<b>355,467.00</b>	<b>-2.44%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,392,383.84</b>	<b>1,452,013.00</b>	<b>1,481,798.00</b>	<b>1,481,798.00</b>	<b>1,505,357.00</b>	<b>1,517,448.00</b>	<b>2.05%</b>

### Programs & Services:

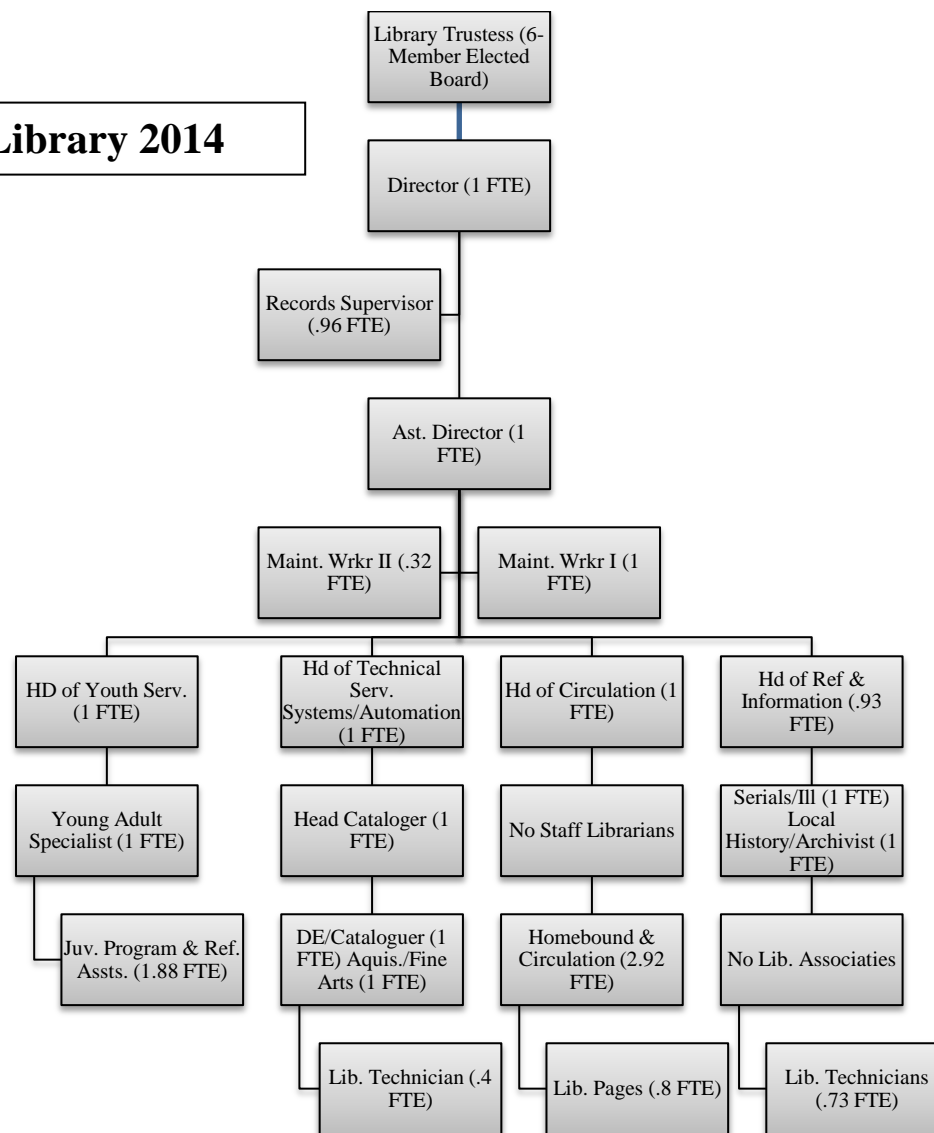
The J. V. Fletcher Library provides programs and services 315 days per year in the following broad categories as a state-certified library offering services to all residents of the Commonwealth:

- Youth Services
- Collection Development
- Pre-school & ESL Literacy
- Readers' Advisory & Assistance
- Public Relations
- Reference, Information & ILL Services
- Historic Collection Preservation
- Formal & Life-Long education support
- Early Literacy and Cultural Programs
- Administration/Management/Governance
- Technical Services [processing materials]
- Circulation Services
- Commons/Meeting/Study Space
- Technology Assistance & Instruction
- Building & Grounds Maintenance

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Library Director	1.0	EXEM	94,848.00	2,500.00	97,348.00
Asst. Library Director	1.0	EXEM	68,699.00	1,000.00	69,699.00
Records Supervisor	1.0	CWA	50,024.00	480.00	50,504.00
Maintenance Worker II	0.3	CWA	13,318.00	440.00	13,758.00
Maintenance Worker I	1.0	CWA	44,514.00	1,000.00	45,514.00
Maintenance Coverage			1,126.00		1,126.00
Snow Removal			2,558.00		2,558.00
Senior Librarian	3.9	EXEM	234,408.00	2,950.00	237,358.00
Staff Lib. & Lib. Assoc.	10.6	CWA	488,579.00	10,810.00	499,389.00
Librarian Technician	1.3	CWA	43,114.00	800.00	43,914.00
Substitute Coverage			49,394.00		49,394.00
Other Support Staff - Sundays			12,008.00		12,008.00
Building Supervisor Stipend		CWA	250.00		250.00
Pages	0.8		13,092.00		13,092.00
<b>Total Personal Services</b>	<b>20.9</b>		<b>1,115,932.00</b>	<b>19,980.00</b>	<b>1,135,912.00</b>



**J.V. Fletcher Library 2014**

**Other Metrics:**

<b>Activity</b>	<b>Measure of Quantity/Quality</b>	<b>Activity</b>	<b>Measure of Quantity/Quality</b>
Annual Hours of Service	2,727	Library Programs	367
Circulation	324,285	Program Attendance	15,609
Door Count Annually	251,055	Meeting Room Bookings	1,819
Information Questions	85,228	Inter-Library Loans	78,604
Summer Reading Registrants	2,351	Website Sessions	97,735
Holdings	152,108	Volunteers	30 hours per week

Please see updated yearend FY13 statistics, now available; please note that circulation for July 2013 was our highest ever – 16.49% higher than July 2012.

**630 Recreation****Mission Statement:**

The mission of the Recreation Department is to ensure the smooth, efficient, and effective operation, management and administration of the overall workings of the departments' three divisions: Parks and Grounds, Recreation Services and Programs, and Cemetery Operations. To ensure all department operation are appropriate, cost-effective, and of the highest quality.

**Goals:**

- To update master plan for recreation programs
- To assess current facilities/areas and opportunities for improvements

**Description of Changes:**

The department supports the operation of the three divisions with personal services and expenses allocated to Parks & Grounds, Cemetery, and the Recreation Enterprise.

Personal Services: There is an increase in longevity for a long term employee (15 years) and a 2% COLA for the department head.

Expenses: The budget has an increase in utilities (electricity, heat) based on usage and estimate of projected cost.

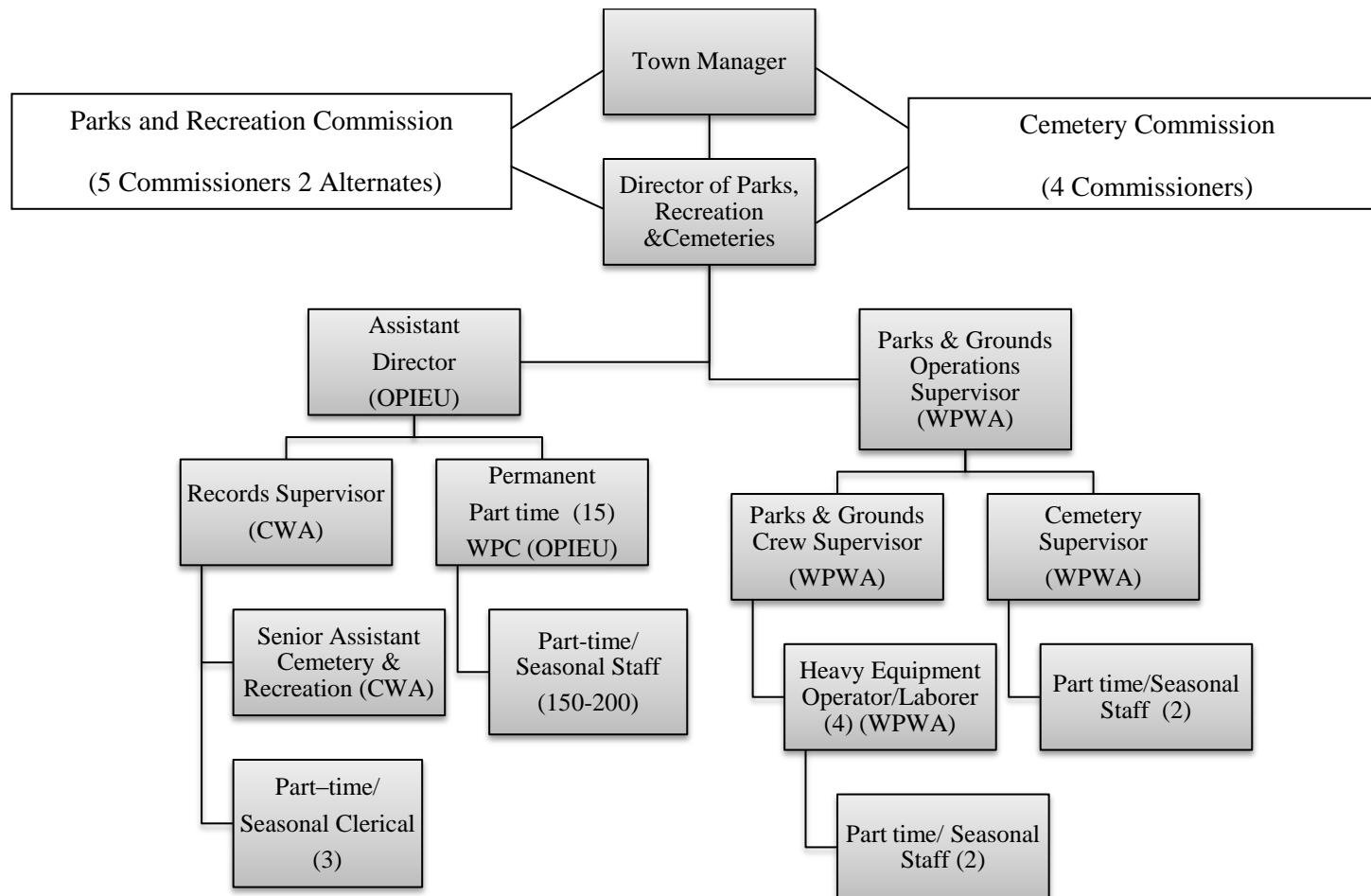
**Programs & Services:**

The department processes payroll, expenses, program registrations, permits, and collection of fees. Staff communicates on a daily basis with residents, staff, vendors, and other town departments. The department coordinates the functions of all three divisions and communicates on a regular basis. The Director works with Conservation Planner in the scheduling of Westford's East Boston Camps rentals and processing of payments with the Treasurer excluding the summer camp lease and WPS Fifth Grade camp.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	87,638.00	90,487.00	92,296.00	92,296.00	94,603.00	94,603.00	2.00%
ASSISTANT DIRECTOR	78,194.00	78,194.00	78,194.00	78,194.00	78,194.00	78,194.00	0.00%
RECORDS SUPERVISOR	51,909.00	52,109.00	52,109.00	52,109.00	52,309.00	52,109.00	0.00%
LONGEVITY	2,250.00	2,250.00	2,500.00	2,500.00	2,750.00	3,000.00	11.11%
SHARED COSTS - SEE DEPT. 650	(73,169.00)	(73,954.00)	(76,224.00)	(76,224.00)	(77,659.00)	(77,608.58)	3.07%
SHARED COSTS - SEE DEPT. 491	(12,708.00)	(13,277.00)	(13,845.00)	(13,845.00)	(14,191.00)	(14,190.50)	4.28%
SHARED COSTS - SEE ENTERPRISE	(134,314.00)	(133,836.00)	(135,030.00)	(135,030.00)	(136,006.00)	(136,106.92)	0.89%
<b>CATEGORY TOTAL</b>	<b>(200.00)</b>	<b>1,973.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>
<b>EXPENSES</b>							
ELECTRICITY	2,201.28	2,500.00	2,560.00	2,560.00	2,600.00	2,650.00	2.40%
HEATING FUEL	5,202.69	4,500.00	5,240.00	5,240.00	5,240.00	5,250.00	16.44%
WATER	387.80	400.00	400.00	400.00	400.00	400.00	0.00%
OFFICE SUPPLIES	249.30	200.00	200.00	200.00	200.00	200.00	0.00%
TRAVEL - MILEAGE	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	0.00%
MEETINGS & CONFERENCES		400.00	250.00	250.00	250.00	250.00	-37.50%
DUES AND MEMBERSHIPS	150.00	-	320.00	320.00	320.00	320.00	
SHARED COSTS - SEE ENTERPRISE	(11,866.00)	(11,600.00)	(12,570.00)	(12,570.00)	(12,610.00)	(12,670.00)	8.36%
ENCUMBRANCES	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>(74.93)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DEPARTMENT TOTAL</b>	<b>(274.93)</b>	<b>1,973.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>

**Personnel:** Includes total salaries and allocation in Recreation Enterprise. Director, Assistant Director, and Secretary.

Position	FTE	Unit	Salary	Longevity	491 Cemetery	650 Parks & Grounds	630 Recreation Enterprise
Director	1.0	EXEM	92,296.00	750.00	15%	60%	25%
Asst. Director	1.0	OPEIU	78,194.00	1,000.00		10%	90%
Records Supervisor	1.0	CWA	52,109.00	750.00		25%	75%
<b>Total Personal Services</b>	<b>3.0</b>		<b>222,599.00</b>	<b>2,500.00</b>			

**Parks & Grounds, Recreation & Cemetery**

**650 Parks & Grounds****Mission Statement:**

The mission of the Parks and Grounds Department is to ensure all park and grounds maintenance services are appropriate, cost-effective, and of the highest quality. To preserve and enhance Westford's active and passive recreation areas including recreation playing fields (American Legion, Cameron, Captain Stephen Hamilton, Frost, Greystone, Jack Walsh, VFW/Forge, and Community Fields at Nutting Road) municipal grounds (Town Common, Triangle, Town Hall, Police, Fire, Library grounds, Roudenbush @ Nabnasset, Bruce Freeman Trail, Edwards & Forge Beaches) and town monument and playgrounds (Parker Village, Ronan McElligott, St. Onge, Culver, Westford Community), skate park, sand volleyball court, tennis, and basketball courts. The Parks and Grounds Department assists other town departments and volunteer organizations with various events and activities held on the town common.

**Goals:**

- To meet with sports organizations on current and future needs.
- To calculate true costs of maintaining properties.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	52,583.00	53,108.00	55,378.00	55,378.00	56,762.00	56,762.00	4.27%
ASSISTANT DIRECTOR	7,819.00	7,819.00	7,819.00	7,819.00	7,819.00	7,819.00	0.00%
RECORDS SUPERVISOR	12,767.00	13,027.00	13,027.00	13,027.00	13,077.00	13,027.00	0.00%
CREW SUPERVISOR	32,040.00	32,254.00	32,254.00	32,254.00	32,254.00	32,254.00	0.00%
PARKS OPERATIONS SUPERVISOR	34,824.00	35,056.00	35,056.00	35,056.00	35,191.00	35,056.00	0.00%
HEAVY EQUIPMENT OPERATOR	113,082.76	117,430.00	118,433.00	118,433.00	118,887.00	118,433.00	0.85%
SEASONAL STAFF		-	-	-	-	-	
OVERTIME	2,628.46	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
LONGEVITY	2,625.00	3,125.00	3,500.00	3,500.00	3,500.00	3,500.00	12.00%
<b>CATEGORY TOTAL</b>	<b>258,369.22</b>	<b>262,819.00</b>	<b>266,467.00</b>	<b>266,467.00</b>	<b>268,490.00</b>	<b>267,851.00</b>	<b>1.39%</b>
<b>EXPENSES</b>							
ELECTRICITY	1,425.00	1,250.00	1,364.00	1,364.00	1,400.00	1,400.00	9.12%
HEATING FUEL	2,358.00	2,250.00	2,500.00	2,500.00	2,500.00	2,500.00	11.11%
WATER	150.00	200.00	300.00	300.00	325.00	350.00	50.00%
BUILDING MAINTENANCE		-	-	-	-	-	
GROUNDS MAINTENANCE	24,872.66	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
EQUIPMENT MAINTENANCE	-	1,000.00	2,000.00	2,000.00	2,500.00	3,000.00	0.00%
VEHICLE MAINTENANCE		1,000.00	3,000.00	3,000.00	3,500.00	4,000.00	0.00%
GASOLINE	5,386.97	5,100.00	5,200.00	5,200.00	5,300.00	5,400.00	1.96%
OFFICE SUPPLIES	125.00	100.00	100.00	100.00	100.00	100.00	0.00%
TOWN COMMON EXPENSE	2,902.61	3,100.00	3,100.00	3,100.00	3,100.00	3,100.00	0.00%
MONUMENT MAINT SERVICES	807.86	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
DUES AND MEMBERSHIPS	75.00	300.00	325.00	325.00	325.00	325.00	8.33%
<b>CATEGORY TOTAL</b>	<b>39,903.10</b>	<b>42,100.00</b>	<b>45,689.00</b>	<b>45,689.00</b>	<b>46,850.00</b>	<b>47,975.00</b>	<b>8.52%</b>
Note-15,000 to be appropriated from Field Maintenance 53 E 1/2 Revolving							
<b>DEPARTMENT TOTAL</b>	<b>298,272.32</b>	<b>304,919.00</b>	<b>312,156.00</b>	<b>312,156.00</b>	<b>315,340.00</b>	<b>315,826.00</b>	<b>2.37%</b>

**Description of Changes:**

The Parks & Grounds Department is a division within the Parks, Recreation, and Cemetery Department. The six Parks employees are shared with the Highway Department (November 15-April 15) to assist with snow, ice, and storm related events. Salaries are reflected in both budgets. Repairs to vehicles used for both parks and highway related events are also shared. The Parks and Grounds Budget is partially funded with an allocation from the Field Maintenance Revolving Account (\$30,000 in FY15).

Personal Services: The increase is due to a union step, additional longevity for long term employees (25 years) and a 2% COLA for the department head.

Expenses: The increase in expenses is due to increase in the estimate for utilities and gasoline. The estimate is based on prior usage and formula with estimated cost. An increase in equipment maintenance and grounds maintenance line items are due to the cost of repair and materials

**Programs & Services:**

The Parks & Grounds Department is a division within the Parks, Recreation, and Cemetery Department. The six Parks employees are shared with the Highway Department (November 15-April 15) to assist with snow, ice, and storm related events. Salaries are reflected in both budgets. Repairs to vehicles used for both parks and highway related events are also shared. The Parks and Grounds Budget is partially funded with an allocation from the Field Maintenance Revolving Account (\$30,000 in FY15).

Personal Services: The increase is due to a union step, additional longevity for long term employees (25 years) and a 2% COLA for the department head.

Expenses: The increase in expenses is due to increase in the estimate for utilities and gasoline. The estimate is based on prior usage and formula with estimated cost. An increase in equipment maintenance and grounds maintenance line items are due to the cost of repair and materials .



**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director	0.6	EXEM	55,378.00		55,378.00
Asst. Director	0.1	OPEIU	7,819.00		7,819.00
Records Supervisor	0.2	CWA	13,027.00		13,027.00
Crew Supervisor	0.6	WPWA	32,254.00	1,000.00	33,254.00
Parkers/Operations Supervisor	0.6	WPWA	35,056.00	1,000.00	36,056.00
Heavy Equipment Operator	2.4	WPWA	118,433.00	1,500.00	119,933.00
Overtime			1,000.00		1,000.00
<b>Total Personal Services</b>	<b>4.5</b>		<b>262,967.00</b>	<b>3,500.00</b>	<b>266,467.00</b>

The personnel shared by Parks & Grounds and Cemetery with Highway are split as follows:

- 30.2 weeks or 58% in 650 Parks & Grounds & 491 Cemetery
- 22 weeks or 42% in the Highway Budget

For organizational chart of Parks, Recreation, and Cemetery Department see budget 630 Recreation.

**660 Land Management**

**Mission Statement:** The Land Management budget supports components of the Conservation Commission's mission, including managing land for the protection of the natural resources and watersheds of the town. The Commission has over 2,100 acres of town owned land in its care and custody, and is also responsible for overseeing compliance with 67 permanent Conservation Restrictions on over 1,700 acres of land.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
ELECTRICITY	1,749.45	3,500.00	2,500.00	2,500.00	3,500.00	3,500.00	-28.57%
NATURAL GAS	726.08	1,500.00	1,000.00	1,000.00	1,500.00	1,500.00	-33.33%
WATER	953.55	3,000.00	1,200.00	1,200.00	3,000.00	3,000.00	-60.00%
MAINTENANCE	8,599.58	5,000.00	6,000.00	6,000.00	5,000.00	5,000.00	20.00%
GROUPS MAINTENANCE	3,828.94	7,500.00	6,500.00	6,500.00	7,500.00	7,500.00	-13.33%
CARETAKER SERVICES	20,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	0.00%
OTHER DEPARTMENTAL EXPENS	296.44	-	-	-	-	-	0.00%
ENCUMBRANCES	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>36,154.04</b>	<b>44,500.00</b>	<b>41,200.00</b>	<b>41,200.00</b>	<b>44,500.00</b>	<b>44,500.00</b>	<b>-7.42%</b>
<b>DEPARTMENT TOTAL</b>	<b>36,154.04</b>	<b>44,500.00</b>	<b>41,200.00</b>	<b>41,200.00</b>	<b>44,500.00</b>	<b>44,500.00</b>	<b>-7.42%</b>

**Description of Changes:**

The only budget changes were to lower utilities to reflect FY13 actual expenditures. Also, the Conservation Commission is in the process of preparing and issuing an updated Request for Proposal to procure caretaker services for the East Boston Camps (EBC), which could mean additional resources are needed for the caretaker budget line in the future.

**Programs & Services:**

The caretaker services are an important component of the town's management of the East Boston Camps property and buildings, and related expenses.

**670 Historical Commission****Commission Charter:**

The Westford Historical Commission is chartered with the preservation, protection and development of the historical and archeological assets of the town. It may research places of historic or archeological value and coordinate the activities of unofficial bodies organized for similar purposes. For the purpose of protecting and preserving such places, it may make such recommendations as it deems necessary to the selectmen and to the Massachusetts Historical Commission that any such place be certified as an historical or archeological landmark. The Historical Commission may hold hearings; may enter into contracts with individuals, organizations and institutions for services; may accept gifts, contributions and bequests of funds from individuals, foundations and governmental bodies; may make and sign agreements; and may do and perform any and all acts necessary or desirable for the purpose of furthering the Commission's program.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
ELECTRICITY	1,556.42	2,300.00	2,300.00	2,300.00	2,300.00	2,300.00	0.00%
HEATING FUEL	5,127.19	5,000.00	5,500.00	5,500.00	5,500.00	5,500.00	10.00%
WATER	203.75	500.00	500.00	500.00	500.00	500.00	0.00%
SEWER / SEPTIC	-	250.00	250.00	250.00	250.00	250.00	0.00%
BUILDING MAINTENANCE	-	350.00	350.00	350.00	350.00	350.00	0.00%
GROUNDS MAINTENANCE	-	300.00	300.00	300.00	300.00	300.00	0.00%
EQUIPMENT MAINTENANCE	-	400.00	400.00	400.00	400.00	400.00	0.00%
SIGNAGE	-	250.00	250.00	250.00	250.00	250.00	0.00%
SECURITY SYSTEM SERVICES	767.80	850.00	850.00	850.00	850.00	850.00	0.00%
CONTRACTED SERVICES	-	1,500.00	9,000.00	9,000.00	9,000.00	9,000.00	500.00%
ENCUMBRANCES	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>7,655.16</b>	<b>11,700.00</b>	<b>19,700.00</b>	<b>19,700.00</b>	<b>19,700.00</b>	<b>19,700.00</b>	<b>68.38%</b>
<b>DEPARTMENT TOTAL</b>	<b>7,655.16</b>	<b>11,700.00</b>	<b>19,700.00</b>	<b>19,700.00</b>	<b>19,700.00</b>	<b>19,700.00</b>	<b>68.38%</b>

**Description of Changes:**

The FY15 Historical Commission budget has an increase of \$7,500 to the contracted services line item to provide much needed support to the Historical Commission.

**Programs & Services:**

The purpose of the budget is to fulfill the Commissions responsibility to maintain the museum and cottage buildings and provide funding for ongoing historic projects such as scenic bylaws, demolition delay reviews, and various preservation projects.

**Debt Service****710 Debt Service**

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>EXPENSES</b>							
<b>LONG TERM DEBT EXEMPT</b>	<b>6,475,190.01</b>	<b>6,221,314.00</b>	<b>5,918,957.50</b>	<b>5,918,958.00</b>	<b>5,971,532.50</b>	<b>5,799,195.00</b>	<b>-4.86%</b>
FIRE STATION CONST 121598							
PRINCIPAL LONG TERM DEBT	105,000.00	105,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	7,035.00	2,363.00	-	-	-	-	-100.00%
CLASSROOM CONV DAY ABBOT 121598							
PRINCIPAL LONG TERM DEBT	55,000.00	55,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	3,685.00	1,237.00	-	-	-	-	-100.00%
HIGHWAY GARAGE A&E 040103							
PRINCIPAL LONG TERM DEBT	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
INTEREST LONG TERM DEBT	11,937.50	10,000.00	8,000.00	8,000.00	6,000.00	4,000.00	-20.00%
FIRE STATION SUPPLEMENTAL 040103							
PRINCIPAL LONG TERM DEBT	20,387.50	-	-	-	-	-	
INTEREST LONG TERM DEBT	387.50	-	-	-	-	-	
BORDELEAU LAND ACQ 040103							
PRINCIPAL LONG TERM DEBT	30,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	1,162.50	-	-	-	-	-	
HIGHWAY GARAGE CONSTRUCTION							
PRINCIPAL LONG TERM DEBT	525,000.00	525,000.00	525,000.00	525,000.00	500,000.00	500,000.00	0.00%
INTEREST LONG TERM DEBT	259,381.26	233,131.00	212,787.50	212,788.00	191,787.50	171,787.50	-8.73%
ELEMENTARY SCHOOL CONST 040103							
PRINCIPAL LONG TERM DEBT	1,000,000.00	1,045,000.00	1,095,000.00	1,095,000.00	1,140,000.00	1,195,000.00	4.78%
INTEREST LONG TERM DEBT	607,387.50	568,638.00	526,837.50	526,837.00	483,037.50	437,437.50	-7.35%

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
<b>LONG TERM DEBT EXEMPT</b>							
MIDDLE SCHOOL CONST 040103							
PRINCIPAL LONG TERM DEBT	955,000.00	1,000,000.00	1,040,000.00	1,040,000.00	1,090,000.00	1,140,000.00	4.00%
INTEREST LONG TERM DEBT	578,913.75	541,908.00	501,907.50	501,908.00	460,307.50	416,707.50	-7.38%
 HIGHWAY GARAGE CONST 2 061506							
PRINCIPAL LONG TERM DEBT	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	-	0.00%
INTEREST LONG TERM DEBT	12,800.00	9,600.00	4,000.00	4,000.00	1,600.00	-	-58.33%
 ACADEMY REFUNDING 1							
PRINCIPAL LONG TERM DEBT		-	1,235,000.00	1,235,000.00	1,395,000.00	1,375,000.00	
INTEREST LONG TERM DEBT	332,825.00	332,825.00	332,825.00	332,825.00	271,700.00	213,162.50	0.00%
 SENIOR CENTER DESIGN 091608 (385K)							
PRINCIPAL LONG TERM DEBT	95,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	1,425.00	-	-	-	-	-	
 ACADEMY REFUNDING 2							
PRINCIPAL LONG TERM DEBT	1,355,000.00	1,315,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	70,262.50	34,262.00	-	-	-	-	-100.00%
							0.00%
 SENIOR CENTER CONSTRUCTION 11-09							
PRINCIPAL LONG TERM DEBT	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	0.00%
INTEREST LONG TERM DEBT	117,600.00	112,350.00	107,600.00	107,600.00	102,100.00	96,100.00	-4.23%

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>LONG TERM DEBT NON-EXEMP</b>	<b>883,987.07</b>	<b>1,159,791.00</b>	<b>969,320.80</b>	<b>969,321.00</b>	<b>761,674.78</b>	<b>754,256.30</b>	<b>-16.42%</b>
LAND ACQ DREW PARCEL 121598							
PRINCIPAL LONG TERM DEBT	10,000.00	10,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	670.00	225.00	-	-	-	-	-100.00%
ABBOT SEPTIC TOWN CTR EXT 040103							
PRINCIPAL LONG TERM DEBT	100,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	3,875.00	-	-	-	-	-	
TITLE V							
PRINCIPAL LONG TERM DEBT	4,087.00	4,087.00	4,087.00	4,087.00	4,014.00	4,014.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
SCHOOL BLDG & FAC REPAIR(ABBOT WINDOWS)							
PRINCIPAL LONG TERM DEBT	100,000.00	100,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	8,875.00	3,875.00	-	-	-	-	-100.00%
ABBOT SEPTIC TOWN CTR EXT-BOND 2							
PRINCIPAL LONG TERM DEBT	40,000.00	40,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	3,550.00	1,550.00	-	-	-	-	-100.00%
SEWER EXTENSION 061506							
PRINCIPAL LONG TERM DEBT	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%
INTEREST LONG TERM DEBT	28,000.00	24,000.00	10,600.00	10,600.00	7,600.00	5,600.00	-55.83%
GROTON ROAD WATER MAIN 061506							
PRINCIPAL LONG TERM DEBT	11,489.00	11,721.00	11,958.00	11,958.00	12,199.00	12,446.00	2.02%
INTEREST LONG TERM DEBT	5,143.37	4,911.00	4,674.48	4,674.00	4,432.91	4,186.46	-4.83%
ADMINISTRATIVE FEE	385.75	369.00	350.59	351.00	332.47	313.99	-4.88%
MODULAR CLASSROOMS REFUNDING 1							
PRINCIPAL LONG TERM DEBT	195,000.00	195,000.00	190,000.00	190,000.00	-	-	-2.56%
INTEREST LONG TERM DEBT	15,215.00	10,015.00	4,940.00	4,940.00	-	-	-50.67%

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>LONG TERM DEBT NON-EXEMPT</b>							
TOWN HALL CONSTRUCTION							
PRINCIPAL LONG TERM DEBT	74,500.00	74,500.00	74,500.00	74,500.00	71,600.00	71,600.00	0.00%
INTEREST LONG TERM DEBT	42,909.18	41,419.00	39,742.92	39,743.00	37,880.42	35,732.42	-4.05%
PERCHLORATE REMEDIATION WPAT CONTRACT 1							
PRINCIPAL LONG TERM DEBT	32,182.35	32,832.00	33,493.56	33,494.00	34,169.10	34,858.60	2.02%
INTEREST LONG TERM DEBT	14,525.20	13,753.00	13,089.53	13,089.00	12,412.91	11,722.63	-4.83%
LOAN ORIGATION FEE		-	-	-	-	-	
ADMINISTRATIVE FEE	1,080.22	1,031.00	981.72	982.00	930.97	879.20	-4.75%
ABBOT ELEVATOR							
PRINCIPAL LONG TERM DEBT	50,000.00	50,000.00	45,000.00	45,000.00	45,000.00	45,000.00	-10.00%
INTEREST LONG TERM DEBT	-	17,500.00	8,550.00	8,550.00	7,200.00	6,300.00	-51.14%
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWEEPER)							
PRINCIPAL LONG TERM DEBT	42,500.00	42,500.00	60,000.00	60,000.00	60,000.00	60,000.00	41.18%
INTEREST LONG TERM DEBT	-	14,875.00	7,000.00	7,000.00	5,200.00	4,000.00	-52.94%
DEPARTMENTAL EQUIPMENT - AMBULANCE							
PRINCIPAL LONG TERM DEBT	-	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%
INTEREST LONG TERM DEBT	-	7,875.00	4,050.00	4,050.00	2,700.00	1,800.00	-48.57%
DEPARTMENTAL EQUIPMENT - BOILER							
PRINCIPAL LONG TERM DEBT	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
INTEREST LONG TERM DEBT	-	3,150.00	1,700.00	1,700.00	1,400.00	1,200.00	-46.03%
FIRE TRUCK - 544,000							
PRINCIPAL LONG TERM DEBT	-	64,872.00	64,872.00	64,872.00	64,872.00	64,872.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	



	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>LONG TERM DEBT NON-EXEMPT</b>							
WA BLEACHERS - 550,000							
PRINCIPAL LONG TERM DEBT	-	46,933.00	46,933.00	46,933.00	46,933.00	46,933.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
2ND ABBOT BOILER - 90,000							
PRINCIPAL LONG TERM DEBT	-	13,150.00	13,150.00	13,150.00	13,150.00	13,150.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
2ND ROBINSON BOILER - 90,000							
PRINCIPAL LONG TERM DEBT	-	13,150.00	13,150.00	13,150.00	13,150.00	13,150.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
DESIGN & ENGINEERING: HIGHWAY - 600,000							
PRINCIPAL LONG TERM DEBT	-	138,125.00	138,125.00	138,125.00	138,125.00	138,125.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792							
PRINCIPAL LONG TERM DEBT	-	23,373.00	23,373.00	23,373.00	23,373.00	23,373.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>LONG &amp; SHORT TERM DEBT</b>	<b>876,265.82</b>	<b>874,861.00</b>	<b>872,022.08</b>	<b>872,022.08</b>	<b>870,609.58</b>	<b>869,527.58</b>	<b>-0.32%</b>
COMMUNITY PRESERVATION FUND							
<b>EAST BOSTON CAMPS LAND PURCHASE</b>							
PRINCIPAL LONG TERM DEBT	615,000.00	635,000.00	655,000.00	655,000.00	680,000.00	705,000.00	3.15%
INTEREST LONG TERM DEBT	173,775.00	153,480.00	131,890.00	131,890.00	108,965.00	84,485.00	-14.07%
<b>TOWN HALL CONSTRUCTION</b>							
PRINCIPAL LONG TERM DEBT	55,500.00	55,500.00	55,500.00	55,500.00	53,400.00	53,400.00	0.00%
INTEREST LONG TERM DEBT	31,990.82	30,881.00	29,632.08	29,632.08	28,244.58	26,642.58	-4.04%

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>LONG TERM DEBT WATER</b> (BUDGETED IN WATER DEPT)	<b>857,196.14</b>	<b>956,386.00</b>	<b>1,020,703.74</b>	<b>1,020,707.00</b>	<b>1,167,272.76</b>	<b>1,162,397.88</b>	<b>6.73%</b>
FILTRATION PLANTS WPAT LOAN 1 072601							
PRINCIPAL LONG TERM DEBT	83,449.80	86,217.00	90,430.64	90,431.00	92,979.04	95,462.19	4.89%
INTEREST LONG TERM DEBT	17,639.17	15,686.00	13,646.85	13,647.00	11,523.27	9,314.76	-13.00%
ADMIN EXPENSES	1,822.50	1,650.00	1,470.00	1,470.00	1,282.50	1,087.50	-10.91%
FILTRATION PLANTS WPAT LOAN 2 112602							
PRINCIPAL LONG TERM DEBT	416,245.53	410,622.00	419,423.60	419,424.00	434,679.31	443,566.42	2.14%
INTEREST LONG TERM DEBT	114,108.65	98,506.00	88,108.94	88,109.00	78,247.32	68,367.60	-10.55%
ADMIN EXPENSES	10,441.93	9,600.00	8,730.00	8,730.00	7,826.25	6,888.75	-9.06%
STEPINSKI LAND ACQUISITION 091608							
PRINCIPAL LONG TERM DEBT	35,000.00	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	0.00%
INTEREST LONG TERM DEBT	14,227.50	13,036.00	11,703.75	11,704.00	10,371.25	8,987.50	-10.22%
BYRNE AVE LINE REPL 091608							
PRINCIPAL LONG TERM DEBT	30,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%
INTEREST LONG TERM DEBT	11,935.00	10,933.00	9,827.50	9,828.00	8,722.50	7,575.00	-10.11%
COUNTRY ROAD II WELL & PUMP HOUSE							
PRINCIPAL LONG TERM DEBT	30,000.00	30,000.00	35,000.00	35,000.00	100,000.00	100,000.00	16.67%
INTEREST LONG TERM DEBT	12,322.50	11,523.00	10,710.00	10,710.00	9,800.00	6,800.00	-7.06%
PERCHLORATE REMEDIATION WPAT CONTRACT 1							
PRINCIPAL LONG TERM DEBT	3,073.86	3,136.00	3,199.10	3,199.00	3,263.62	3,329.48	2.01%
INTEREST LONG TERM DEBT	1,387.36	1,314.00	1,250.23	1,251.00	1,185.60	1,119.67	-4.79%
ADMIN EXPENSES	103.18	99.00	93.76	94.00	88.92	83.98	-5.05%
LOAN ORIGATION FEES	-	-	-	-	-	-	

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>LONG TERM DEBT WATER</b>							
PERCHLORATE REMEDIATION WPAT CONTRACT 2							
PRINCIPAL LONG TERM DEBT	43,569.90	44,449.00	45,345.09	45,345.09	46,259.66	47,193.13	2.02%
INTEREST LONG TERM DEBT	19,664.87	18,619.00	17,721.19	17,721.19	16,805.14	15,870.61	-4.82%
ADMIN EXPENSES	1,462.44	1,396.00	1,329.09	1,329.09	1,260.38	1,190.29	-4.79%
LOAN ORIGATION FEES	-	-	-	-	-	-	
WATER DISTRIBUTION SYSTEM II	10,741.95	124,600.00	-	-	-	-	-100.00%
GRANITEVILLE UPGRADE MAIN							
PRINCIPAL LONG TERM DEBT	-	-	60,000.00	60,000.00	65,000.00	65,000.00	
INTEREST LONG TERM DEBT	-	-	35,238.00	35,238.00	33,438.00	32,138.00	
RTE 110 UPGRADE MAIN	-	-	-	-	-	-	0.00%
PRINCIPAL LONG TERM DEBT	-	-	25,000.00	25,000.00	25,000.00	25,000.00	
INTEREST LONG TERM DEBT	-	-	12,975.00	12,975.00	12,225.00	11,725.00	
MA-DOT ROUTE 110	-	-	-	-	-	-	0.00%
TEMP INTEREST	-	-	-	-	-	-	
PRINCIPAL LONG TERM DEBT	-	-	20,000.00	20,000.00	25,000.00	25,000.00	
INTEREST LONG TERM DEBT	-	-	13,301.00	13,301.00	12,975.00	12,225.00	
GRANITEVILLE/MAIN ST./PLEASA	-	-	21,200.00	21,200.00	94,340.00	92,273.00	
PRINCIPAL LONG TERM DEBT	-	-	-	-	-	-	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	0.00%
PROSPECT HILL/SLUDGE STORAC	-	-	-	-	-	7,200.00	
PRINCIPAL LONG TERM DEBT	-	-	-	-	-	-	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	0.00%

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>SHORT TERM DEBT</b>	<b>45,886.62</b>	<b>9,250.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>170.27%</b>
INTEREST SHORT TERM DEBT	9,192.15	9,250.00	5,000.00	5,000.00	5,000.00	5,000.00	-45.95%
MISCELLANEOUS INTEREST	36,694.47	-	20,000.00	20,000.00	20,000.00	20,000.00	
BOND ISSUANCE COSTS		-	-	-	-	-	
<b>SUMMARY</b>							
TOTAL EXEMPTED DEBT(G/F)	6,475,190.01	6,221,314.00	5,918,957.50	5,918,958.00	5,971,532.50	5,799,195.00	-4.86%
TOTAL NON EXEMPTED DEBT(G/F)	883,987.07	1,159,791.00	969,320.80	969,321.00	761,674.78	754,256.30	-16.42%
TOTAL COMMUNITY PRES FUND	876,265.82	874,861.00	872,022.08	872,022.08	870,609.58	869,527.58	-0.32%
TOTAL WATER DEBT(Water Enterpr	857,196.14	956,386.00	1,020,703.74	1,020,707.00	1,167,272.76	1,162,397.88	6.73%
TOTAL SHORT TERM DEBT	45,886.62	9,250.00	25,000.00	25,000.00	25,000.00	25,000.00	170.27%
TOTAL APPROPRIATION	9,138,525.66	9,221,602.00	8,806,004.12	8,806,008.08	8,796,089.62	8,610,376.76	-4.51%
LESS WATER(BUDGETED IN WAT	(857,196.14)	(956,386.00)	(1,020,703.74)	(1,020,707.00)	(1,167,272.76)	(1,162,397.88)	6.73%
LESS COMMUNITY PRES FUND	(876,265.82)	(874,861.00)	(872,022.08)	(872,022.08)	(870,609.58)	(869,527.58)	-0.32%
<b>APPROPRIATION G/F</b>	<b>7,405,063.70</b>	<b>7,390,355.00</b>	<b>6,913,278.30</b>	<b>6,913,279.00</b>	<b>6,758,207.28</b>	<b>6,578,451.30</b>	<b>-6.46%</b>

**Unclassified****940 Otherwise Unclassified**

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>EXPENSES</b>							
WATER DIRECT / INDIRECT COST	(316,962.00)	(349,424.00)	(386,268.00)	(386,268.00)	(385,240.00)	(404,502.00)	10.54%
RECREATION DIRECT / INDIRECT	(176,715.00)	(236,218.00)	(246,654.00)	(246,654.00)	(246,654.00)	(246,654.00)	4.42%
AMBULANCE DIRECT / INDIRECT	(169,446.00)	(239,785.00)	(303,902.00)	(303,902.00)	(303,902.00)	(303,902.00)	26.74%
<b>CATEGORY TOTAL</b>	<b>(663,123.00)</b>	<b>(825,427.00)</b>	<b>(936,824.00)</b>	<b>(936,824.00)</b>	<b>(935,796.00)</b>	<b>(955,058.00)</b>	<b>13.50%</b>
<b>DEPARTMENT TOTAL</b>	<b>(663,123.00)</b>	<b>(825,427.00)</b>	<b>(936,824.00)</b>	<b>(936,824.00)</b>	<b>(935,796.00)</b>	<b>(955,058.00)</b>	<b>13.50%</b>

**Description of Changes:**

The direct and indirect costs are calculated later in the budget process once the town has received the FY15 Middlesex Retirement Assessment and the figures are confirmed for open enrollment. The amounts listed above are estimates provided by the individual enterprises.

**Programs & Services:**

The purpose of the 940 Otherwise Unclassified account is to charge the enterprise accounts for the direct and indirect costs associated with their operations. The major expenditures include health insurance, Medicare, retirement costs, a portion of general insurance, and charges for services provided by other town departments such as payroll. These charges are an offset to the 945 Unclassified Budget on the following page.

**945 Unclassified**

	<b>FISCAL 2013 ACTUAL</b>	<b>FISCAL 2014 BUDGET</b>	<b>FISCAL 2015 REQUEST</b>	<b>FISCAL 2015 TMR</b>	<b>FISCAL 2016 PROJECTED</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2015 % INC/DEC</b>
<b>EXPENSES</b>							
RETIREMENT ASSESSMENT	3,228,539.00	3,657,194.00	3,882,958.00	3,882,958.00	4,170,297.00	4,478,899.00	6.17%
HEALTH INSURANCE	8,166,077.82	10,131,521.00	9,467,933.00	9,467,933.00	10,627,883.00	11,786,119.00	-6.55%
MEDICARE PART B PENALTY	13,645.80	16,000.00	17,007.00	17,007.00	18,000.00	18,000.00	0.00%
RETIREE HEALTH ALLOCATION	4,921.83	500.00	5,000.00	5,000.00	6,000.00	7,000.00	900.00%
HEALTH INSURANCE MITIGATION	59,376.00	29,500.00	-	-	-	-	-100.00%
MEDICARE TAX	742,950.54	760,000.00	790,400.00	790,400.00	822,016.00	854,897.00	4.00%
WORKERS COMPENSATION	240,787.40	284,000.00	312,400.00	312,400.00	343,640.00	378,004.00	10.00%
WORKERS COMPENSATION RUNC	35,783.19	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00%
UNEMPLOYMENT COMPENSATIO	79,448.29	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	0.00%
SICK LEAVE/VAC BUY BACK-PR	89,036.10	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
COMPREHENSIVE LIABILITY	252,147.80	150,122.00	156,127.00	156,127.00	162,373.00	168,868.00	4.00%
EXCESS UMBRELLA LIABILITY	-	7,718.00	8,027.00	8,027.00	8,349.00	8,683.00	4.00%
AUTO LIABILITY	4,142.00	67,870.00	70,585.00	70,585.00	73,409.00	76,346.00	4.00%
PUBLIC OFFICIALS LIABILITY	7,500.00	25,134.00	26,140.00	26,140.00	27,186.00	28,274.00	4.00%
EDUCATION LIABILITY	108.00	14,986.00	15,586.00	15,586.00	16,210.00	16,859.00	4.00%
POLICE/FIRE LIABILITY	31,265.30	48,521.00	50,462.00	50,462.00	52,481.00	54,581.00	4.00%
COMMERCIAL WATERCRAFT INS	-	-	-	-	-	-	-
GENERAL LIABILITY INSURANCE	-	34,602.00	35,987.00	35,987.00	37,427.00	38,925.00	4.00%
OPEB TRUST EXPENSE	-	100,000.00	500,000.00	500,000.00	700,000.00	900,000.00	400.00%
ENCUMBRANCES	9,456.52	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>12,965,185.59</b>	<b>15,557,668.00</b>	<b>15,568,612.00</b>	<b>15,568,612.00</b>	<b>17,295,271.00</b>	<b>19,045,455.00</b>	<b>0.07%</b>
<b>DEPARTMENT TOTAL</b>	<b>12,965,185.59</b>	<b>15,557,668.00</b>	<b>15,568,612.00</b>	<b>15,568,612.00</b>	<b>17,295,271.00</b>	<b>19,045,455.00</b>	<b>0.07%</b>

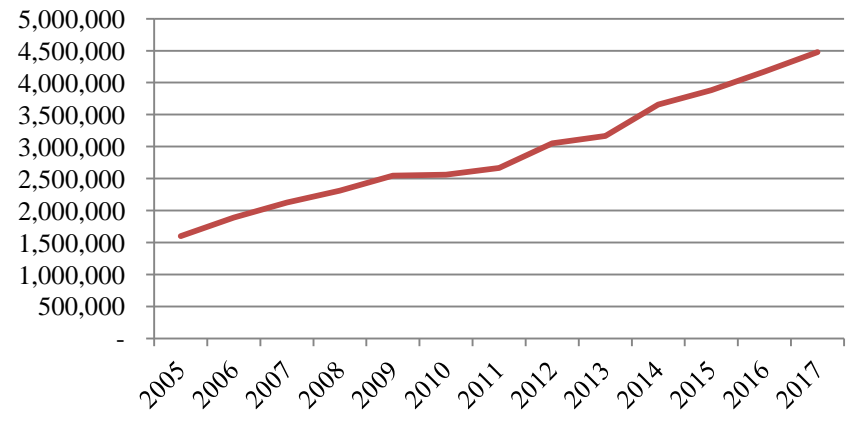
**Description of Changes:**

- The **Middlesex Retirement Assessment** for FY15 is \$3,882,958, or 6.17% over the FY14 Assessment. The graph shows the increase of the assessment since FY05. Fiscal Years 2016 & 2017 assume a 7.4% increase. At this time, the Middlesex Retirement System's unfunded liability is approximately 50% funded. Westford is scheduled to fully fund its pension obligation by 2035. At that time, there will be a dramatic decrease in the annual assessment and the town will only be responsible for paying the normal costs. Normal costs are defined as "the actuarially determined present value contribution needed to fund benefits which are earned for employee service rendered during the current year."

For instance, had the retirement fund been fully funded for FY15, the assessment would be \$1,312,540 as opposed to \$3,882,958. For more information regarding the Middlesex Retirement Pension System, please see the information presented at the June 2013 Strategic Planning Event at:

[http://www.westfordma.gov/pages/government/towndepartments/westfordma\\_townmanager/Retreatdocs/2013spr/FinancePack/04%20UNDERSTANDING%20RETIREMENT%20COSTS.pdf](http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/Retreatdocs/2013spr/FinancePack/04%20UNDERSTANDING%20RETIREMENT%20COSTS.pdf)

- Effective November 1, 2013, the town will switch **Health Insurance** carriers to Blue Cross Blue Shield after spending the past two years with Tufts. Blue Cross Blue Shield submitted a bid that represented a 1.44% premium increase for non-Medicare plans, along with a 36.55% *decrease* for Medicare supplemented plans. We are also proposing to establish a Health Insurance Stabilization Fund. With this fund in place, we will lower our estimated health insurance increase from 12% to 8% each year. The fund would be approximately 5% of the health insurance budget, or \$500,000, and be set aside as an emergency fund in case the town earns a higher than predicted increase in health care premium rates; sees a large migration onto the plan (currently only 62% of eligible personnel are on the town's health insurance); or there are more retirements than anticipated. If

**Middlesex Retirement Assessment FY05-FY17**

any of these scenarios occur, we would request a transfer from the health care stabilization fund at the October Special Town Meeting to supplement the health insurance budget. The health care stabilization fund would then be replenished at Annual Town Meeting. If a health care supplement is not needed, then the \$500,000 would carry forward to the next fiscal year.

- The **OPEB Trust** (Other Post Employment Benefits besides pensions, such as health and life insurance) contribution is being increased from \$100,000 to \$500,000. In 2004, the General Accounting Standards Board (GASB) issued Statement 45 that required governmental entities to recognize the cost of OPEB's when they are earned (when the employees are working) rather than when they are paid. At the March 2011 Annual Town Meeting, a motion was passed to establish an irrevocable trust fund. Westford's last actuarial study performed in 2013 showed that Westford had a \$72 million liability. After the aforementioned decrease in Medicare from Blue Cross Blue Shield, it is estimated that the OPEB liability decreased to about \$50 million.

To date, the town has funded \$200,000 towards the OPEB liability. At the March 2014 Annual Town Meeting, we are proposing to fund an additional \$500,000 towards the liability. In FY16 and FY17, we have earmarked \$700,000 and \$900,000 respectively to allocate towards the OPEB Trust. In the meantime, it is one of the goals of the town's financial staff to develop formal written fiscal policies as recommended by both Moody's and Standard & Poor's; one of them will address OPEB funding.

Lastly, the Water Enterprise has allocated \$700,000 to fully fund their share of our OPEB liability at the March 2014 Annual Town Meeting, from Water Enterprise Retained Earnings, and will not have an impact to the general fund.

For more information regarding OPEB's, please visit the Town website at the following link:

[http://www.westfordma.gov/pages/government/towndepartments/westfordma\\_townmanager/Retreatdocs/2013spr/FinancePacket/10%20OPEB%20Visuals%2006202013.pdf](http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/Retreatdocs/2013spr/FinancePacket/10%20OPEB%20Visuals%2006202013.pdf)



**School & Town 945 Expenditures**

Account	FY15 Budget	Town Percentage	Town Allocation	School Percentage	School Allocation	Basis for Allocation
RETIREMENT ASSESSMENT (PRELIMINARY)	3,882,958.00	65.48%	2,542,561	34.52%	1,340,397	FY13 Actual Middlesex Retirement Employee Deduction
HEALTH INSURANCE (BASED ON FY12 ACTUALS)						
ACTIVE	7,385,094.00	28.89%	2,133,383	71.11%	5,251,711	FY13 Nov-June Expenditures with Tufts
RETIREE	2,082,839.00	24.89%	518,499	75.11%	1,564,340	FY13 Nov-June Expenditures with Tufts
MEDICARE PART B PENALTY	17,007.00	23.43%	3,984	76.57%	13,023	Based on FY13 actual charges
RETIREE HEALTH ALLOWANCE	5,000.00	100.00%	5,000			New legislation allows towns to charge Westford for retiree health insurance. Prorated on years of service. Westford also bills other towns.
MEDICARE TAX	790,400.00	27.09%	214,119	72.91%	576,281	FY13 Actual Employer Medicare Tax
WORKERS COMPENSATION	312,400.00	26.28%	82,083	73.72%	230,317	MIIA Property & Casualty Group
WORKERS COMPENSATION RUNOUT	40,000.00	50.00%	20,000	50.00%	20,000	FY13-14 Schedule 1 & 19
UNEMPLOYMENT COMPENSATION	140,000.00	28.29%	39,605	71.71%	100,395	FY13 Employee Gross Wages
SICK LEAVE/VAC BUY BACK-PR	50,000.00	100.00%	50,000			Town only
COMPREHENSIVE LIABILITY	156,127.00	39.35%	61,441	60.65%	94,686	MIIA Property & Casualty Group
EXCESS UMBRELLA LIABILITY	8,027.00	43.61%	3,500	56.39%	4,527	MIIA Property & Casualty Group
AUTO LIABILITY	70,585.00	80.57%	56,873	19.43%	13,712	MIIA Property & Casualty Group
PUBLIC OFFICIALS LIABILITY	26,140.00	100.00%	26,140	0.00%	-	MIIA Property & Casualty Group
EDUCATION LIABILITY	15,586.00	0.00%	-	100.00%	15,586	MIIA Property & Casualty Group
POLICE/FIRE (ACCIDENT)	50,462.00	100.00%	50,462	0.00%	-	MIIA Property & Casualty Group
GENERAL LIABILITY INSURANCE	35,987.00	76.86%	27,660	23.14%	8,327	MIIA Property & Casualty Group
OPEB EXPENSES	500,000.00	32.81%	164,051	67.19%	335,949	7-1-12 OPEB Actuarial Report (Town vs. School Net OPEB obligation)
<b>TOTAL</b>	<b>15,568,612.00</b>	<b>38.53%</b>	<b>5,999,361</b>	<b>61.47%</b>	<b>9,569,251</b>	

## Community Preservation

### 240 Community Preservation Fund

#### Mission Statement:

The CPC's mission is to work collaboratively with residents, advocates, and local officials to review and prioritize the affordable housing, open space, historical restoration, and recreation needs of the community.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
SUPPORT STAFF	2,767.38	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>2,767.38</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>0.00%</b>
<b>EXPENSES</b>							
ADMIN EXPENSES	3,889.72	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>3,889.72</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>0.00%</b>
<b>DEBT SERVICE</b>							
EAST BOSTON CAMPS - PRINCIPA	615,000.00	635,000.00	655,000.00	655,000.00	680,000.00	705,000.00	3.15%
EAST BOSTON CAMPS - INTEREST	173,775.00	153,480.00	131,890.00	131,890.00	108,965.00	84,485.00	-14.07%
TOWN HALL - PRINCIPAL	55,500.00	55,500.00	55,500.00	55,500.00	53,400.00	53,400.00	0.00%
TOWN HALL - INTEREST	31,990.82	30,881.00	29,633.00	29,633.00	28,245.00	26,643.00	-4.04%
INTEREST ON SHORT TERM DEBT	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>876,265.82</b>	<b>874,861.00</b>	<b>872,023.00</b>	<b>872,023.00</b>	<b>870,610.00</b>	<b>869,528.00</b>	<b>-0.32%</b>
<b>DEPARTMENT TOTAL</b>	<b>882,922.92</b>	<b>889,861.00</b>	<b>887,023.00</b>	<b>887,023.00</b>	<b>885,610.00</b>	<b>884,528.00</b>	<b>-0.32%</b>

**Description of Changes:**

The Support Staff and Admin Expenses line items are level funded for FY15. There are currently CPC projects that have been bonded and the CPC makes annual payment. The first debt payment is for the purchase of East Boston Camps which was approved at the February 2005 Special Town Meeting. The second debt payment is for a portion of the Town Hall rehabilitation project that was approved at the May 2009 Annual Town Meeting.

**Other Metrics:**

<b>Revenue History</b>					
<b>Fiscal Year</b>	<b>Penalties / Interest</b>	<b>Other Taxes - CPA Surcharge</b>	<b>CPA - State Share</b>	<b>Earnings on Investments</b>	<b>Total</b>
2003	1,395.53	927,877.35	815,485.00	32,765.41	1,777,523.29
2004	2,724.99	1,010,454.76	924,436.00	76,600.82	2,014,216.57
2005	1,820.31	1,077,557.22	1,005,454.00	120,934.60	2,205,766.13
2006	1,433.27	1,139,232.16	1,078,627.00	116,414.27	2,335,706.70
2007	1,978.27	1,188,066.11	1,137,231.00	197,197.75	2,524,473.13
2008	2,348.42	1,220,210.29	1,190,322.00	289,460.41	2,702,341.12
2009	2,204.36	1,250,223.28	885,461.00	228,229.44	2,366,118.08
2010	2,527.72	1,284,730.99	485,429.00	175,070.12	1,947,757.83
2011	2,929.67	1,303,521.74	386,547.00	144,429.70	1,837,428.11
2012	2,355.58	1,361,387.74	385,895.00	106,484.46	1,856,122.78
2013	2,488.53	1,407,988.61	402,455.00	41,425.07	1,854,357.21
<b>Total</b>	<b>24,206.65</b>	<b>13,171,250.25</b>	<b>8,697,342.00</b>	<b>1,529,012.05</b>	<b>23,421,810.95</b>

## Enterprise

### 600 Water Enterprise

#### Mission Statement:

The goal of the Water Department is to provide dependable and responsive water utility service in a manner that meets State and Federal requirements and the needs of its customers. We are committed to customer service and teamwork consistent with the standards of the town of Westford. We strive to sustain operations through maximizing efficiency and minimizing operational costs while continuing to meet increased regulation, additional treatment requirements, and rising expectations. The Water Department is focused on supporting the growth of the town and meeting the increasing demand for safe, reliable water.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
COMMISSIONERS	1,200.00	-	-	-	-	-	
SUPERINTENDENT	84,999.94	85,850.00	92,578.00	92,578.00	91,756.00	91,756.00	7.84%
BUSINESS MANAGER	66,704.17	78,461.00	80,031.00	80,031.00	82,032.00	82,032.00	2.00%
RECORDS SUPERVISOR	58,719.20	61,137.00	61,137.00	61,137.00	61,371.00	61,137.00	0.00%
ADMIN SECRETARY	50,699.52	50,342.00	50,342.00	50,342.00	50,535.00	50,342.00	0.00%
DEPARTMENT ASSISTANT	24,720.43	32,218.00	34,280.00	34,280.00	35,438.00	36,357.00	6.40%
TREATMENT MANAGER	53,285.94	71,710.00	74,774.00	74,774.00	76,643.00	76,643.00	4.27%
COMPLIANCE MANAGER	63,999.81	64,640.00	67,402.00	67,402.00	69,087.00	69,087.00	4.27%
LABORER	399,666.25	456,938.00	456,938.00	456,938.00	458,689.00	456,938.00	0.00%
METER READER	19,296.00	20,400.00	20,400.00	20,400.00	20,400.00	20,400.00	0.00%
SEASONAL STAFF	7,285.22	10,560.00	10,810.00	10,810.00	10,810.00	10,810.00	2.37%
SCHEDULED OVERTIME	76,057.14	77,554.00	77,554.00	77,554.00	77,554.00	77,554.00	0.00%
OVERTIME - NON SCHED	28,774.51	69,844.00	66,784.00	66,784.00	69,844.00	69,844.00	-4.38%
STIPENDS / LICENSES	12,536.21	9,300.00	9,600.00	9,600.00	9,600.00	9,600.00	3.23%
LONGEVITY	12,000.00	12,500.00	13,250.00	13,250.00	15,375.00	15,375.00	6.00%
COMPENSATION RESERVE		-	23,000.00	23,000.00	42,158.00	42,088.00	
<b>CATEGORY TOTAL</b>	<b>959,944.34</b>	<b>1,101,454.00</b>	<b>1,138,880.00</b>	<b>1,138,880.00</b>	<b>1,171,292.00</b>	<b>1,169,963.00</b>	<b>3.40%</b>

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
SPECIAL DETAILS	2,278.04	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%
UNIFORM ALLOWANCES	5,788.06	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
ELECTRICITY	246,282.89	260,000.00	260,000.00	260,000.00	260,000.00	260,000.00	0.00%
HEATING FUEL	24,002.98	50,000.00	45,000.00	45,000.00	45,000.00	45,000.00	-10.00%
BUILDING MAINTENANCE	42,156.11	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%
VEHICLE MAINTENANCE	11,491.13	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
OFFICE EQUIPMENT MAINTENAN	8,184.14	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
IT MAINTENANCE SUPPORT	14,040.56	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
WATER INFRASTRUCTURE MAIN	105,897.25	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	0.00%
WELL REPAIRS / IMPROVEMENTS	22,211.55	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
LEAK SURVEY SERVICES	3,630.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
LABORATORY SERVICES	30,275.20	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00%
LEGAL SERVICES	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
DRUG AND ALCOHOL TESTING	194.40	450.00	450.00	450.00	450.00	450.00	0.00%
TRAINING & DEVELOPMENT	5,529.65	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
ENGINEERING SERVICES	6,292.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
CONTRACTED SERVICES	7,158.92	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%
POSTAGE	10,475.78	11,500.00	11,500.00	11,500.00	11,500.00	11,500.00	0.00%
TELEPHONE	10,322.88	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.00%
ADVERTISING - LEGAL	1,311.87	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
TELEMETERING	48.96	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
PAGING SERVICES	173.88	500.00	500.00	500.00	500.00	500.00	0.00%
CONSUMER AWARENESS	12,735.42	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
GASOLINE	19,343.51	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	0.00%
OFFICE SUPPLIES	7,014.99	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
HARDWARE SUPPLIES	6,816.47	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
RESURFACE MATERIAL	18,268.68	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
WELL TREATMENT / CHEMICALS	182,773.61	270,000.00	270,000.00	270,000.00	270,000.00	270,000.00	0.00%
PIPE & PIPE SUPPLIES	59,768.83	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	0.00%
METER REPLACEMENT	64,987.28	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00	0.00%
HYDRANT REPLACEMENTS		25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
DEP ASSESSMENTS	4,691.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
MEETINGS & CONFERENCES	29.57	400.00	400.00	400.00	400.00	400.00	0.00%
DUES AND MEMBERSHIPS	1,536.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
OPEB TRUST EXPENSE		-	700,000.00	700,000.00	35,000.00	35,000.00	
DIRECT/INDIRECT COSTS	316,962.00	349,424.00	386,268.00	386,268.00	385,240.00	404,502.00	10.54%
BOND ISSUANCE COSTS		-	-	-	-	-	
ENCUMBRANCES	25,913.90	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,278,587.51</b>	<b>1,632,774.00</b>	<b>2,364,618.00</b>	<b>2,364,618.00</b>	<b>1,698,590.00</b>	<b>1,717,852.00</b>	<b>44.82%</b>
<b>RESERVE FUND</b>							
EMERGENCY RESERVE FUND	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>0.00%</b>

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PRINCIPAL &amp; INTEREST</b>							
MWPAT FILTRATION 1 - PRINCIPAL	83,449.80	86,217.00	90,431.00	90,431.00	92,979.00	95,462.00	4.89%
MWPAT FILTRATION 1 - INTEREST	17,639.17	15,686.00	13,647.00	13,647.00	11,523.00	9,315.00	-13.00%
MWPAT FILTRATION 1 - ADMIN F	1,822.50	1,650.00	1,470.00	1,470.00	1,283.00	1,088.00	-10.91%
MWPAT FILTRATION 2 - PRINCIPAL	416,245.53	410,622.00	419,424.00	419,424.00	434,679.00	443,566.00	2.14%
MWPAT FILTRATION 2 - INTEREST	114,108.65	98,506.00	88,109.00	88,109.00	78,248.00	68,368.00	-10.55%
MWPAT FILTRATION 2 - ADMIN F	10,441.93	9,600.00	8,730.00	8,730.00	7,826.00	6,889.00	-9.06%
UPGRADE BYRNE AVE MAIN - PR	30,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%
COUNTRY ROAD II WELL & PUMI	30,000.00	30,000.00	35,000.00	35,000.00	100,000.00	100,000.00	16.67%
STEPINSKI LAND - PRINCIPAL	35,000.00	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	0.00%
UPGRADE BYRNE AVE MAIN - IN	11,935.00	10,933.00	9,828.00	9,828.00	8,723.00	7,575.00	-10.11%
COUNTRY ROAD II WELL & PUMI	12,322.50	11,523.00	10,710.00	10,710.00	9,800.00	6,800.00	-7.06%
STEPINSKI LAND - INTEREST	14,227.50	13,036.00	11,704.00	11,704.00	10,372.00	8,988.00	-10.22%
WPAT PERCHLORATE CONTRACT	3,073.86	3,136.00	3,199.00	3,199.00	3,264.00	3,330.00	2.01%
WPAT PERCHLORATE CONTRACT	43,569.90	44,449.00	45,345.00	45,345.00	46,260.00	47,193.00	2.02%
WPAT PERCHLORATE CONTRACT	1,387.36	1,314.00	1,251.00	1,251.00	1,186.00	1,120.00	-4.79%
WPAT PERCHLORATE CONTRACT	19,664.87	18,619.00	17,722.00	17,722.00	16,805.00	15,871.00	-4.82%
WPAT PERCHLORATE CONTRACT	103.18	99.00	94.00	94.00	89.00	84.00	-5.05%
WPAT PERCHLORATE CONTRACT	1,462.44	1,396.00	1,329.00	1,329.00	1,260.00	1,190.00	-4.80%
WATER DIST SYS IMPR - PRINCIP	10,741.95	124,600.00	-	-	-	-	-100.00%
GRANITEVILLE UPGRADE MAIN-I	-	-	60,000.00	60,000.00	65,000.00	65,000.00	
GRANITEVILLE UPGRADE MAIN-I	-	-	35,238.00	35,238.00	33,438.00	32,138.00	
RTE 110 UPGRADE MAIN-PRINCIP	-	-	25,000.00	25,000.00	25,000.00	25,000.00	
RTE 110 UPGRADE MAIN-INTERES	-	-	12,975.00	12,975.00	12,225.00	11,725.00	
MA-DOT ROUTE 110-TEMP INTERI	-	-	-	-	-	-	
MA-DOT ROUTE 110-PRINCIPAL	-	-	20,000.00	20,000.00	25,000.00	25,000.00	
MA-DOT ROUTE 110-INTEREST	-	-	13,301.00	13,301.00	12,975.00	12,225.00	
GRANITEVILLE/MAIN ST./PLEASA	-	-	21,200.00	21,200.00	94,340.00	92,273.00	
PROSPECT HILL/SLUDGE STORAC	-	-	-	-	-	7,200.00	
** INCLUDES \$13,187 APPROPRIATION FROM STM							
<b>CATEGORY TOTAL</b>	<b>857,196.14</b>	<b>956,386.00</b>	<b>1,020,707.00</b>	<b>1,020,707.00</b>	<b>1,167,275.00</b>	<b>1,162,400.00</b>	<b>6.73%</b>
<b>DEPARTMENT TOTAL</b>	<b>3,095,727.99</b>	<b>3,940,614.00</b>	<b>4,774,205.00</b>	<b>4,774,205.00</b>	<b>4,287,157.00</b>	<b>4,300,215.00</b>	<b>21.15%</b>

**Goals:****Business**

- Maintain Accounts Receivables at 20 days DSO or Less.
- Maintain over 60 day's old receivables at less than 25% of total receivables.
- Minimize liens through increased monthly collection efforts.
- Maintain user rates and fees at current levels.
- Implement new Backflow and Miscellaneous Charge Billing Systems that interface with Munis.
- Replace and Test 350 Residential 5/8" Meters.
- Large Meter Testing & Replacement targets:
  - ¾" to 1" Meters – 15
  - 1 ½" to 4" Meters – 18
  - 4" to 6" Meters – 6

**Environmental Compliance/Regulatory**

- Conduct repeat Cross Connection Surveys at 20% of potentially hazardous locations.
- Add an additional certified Backflow Device Tester and/or Cross Connection Surveyor.
- Increase the number of Certified Water Operators through continuing education programs.
- Develop public outreach campaigns to educate water customers on MassDEP's 65 gallons per Capita per Day water usage recommendations and the importance of protecting the water supply from cross connections.
- Participate in the Unregulated Contaminants III Monitoring Program.
- Perform Leak Detection Survey on 50% of the Water Distribution System and external inspections on five Water Storage Tanks.
- Establish Departmental Safety Manual and Standard Operating Procedures.
- Reduce sampling requirements and costs by pursuing applicable MassDEP sampling waivers.
- Pursue Seasonal Bypass of Nutting Road Perchlorate Treatment Facility to reduce operational costs.



- Reduce Disinfection By-Product Concentrations through process adjustments and distribution system analysis.

**Operations**

- Inspect 1,025 fire hydrants twice per year and exercise 200 critical water distribution system gate valves per the Department's Flushing and Valve Maintenance Program.
- Repair 25 gate valve boxes and 20 curb boxes.
- Replace six "2-spud" fire hydrants through the Fire Hydrant Replacement Program.
- Flush entire distribution system (50% Spring/50% Fall).
- Complete fire hydrant inventory and information database.
- Paint 250 Fire Hydrants.
- Test all source meters for water auditing purposes.
- Perform internal inspections of Nutting Road and Forge Village WTP clearwells.
- Clean and redevelop two Water Supply Wells (Howard Road Well and Nutting Well Satellite #1).
- Maintain Unaccounted For Water at less than 10%.
- Update and Calibrate Water System Hydraulic Model through Fire Flow Testing and System Pressure Analysis.

**Description of Changes:**

- The Capital Budget for FY 2015 requests capital expenditures (Not Bonded) of \$70,000 for the replacement of Disinfection Equipment.
- The FY 2015 budget request includes debt service for a \$1,060,000 for water main replacements at the following locations: 1) \$300,000 for 1,110 feet of 12" water main replacement on Graniteville Road/Main Street to Patriot Lane, and 2) \$360,000 for 1,500 feet of 12" water main replacement on Main Street from Depot Street to Sunny Meadow Lane, and 3) \$400,000 for 1,800 feet of 8" water main replacement on Pleasant Street from Abbot Street to Pine Street.
- The Personnel Services expenses increased by \$37,426 or 3.4 % from the prior fiscal year's budget. The major factors for the increase are as follows: 1) \$13,126 for merit and cost of living increases for the four management positions which is based on a

1% cost of living increase in FY 2014 and a 2% cost of living in FY 2015, and 2) \$23,000 for a union employee salary reserve. The following positions and items reflect the major changes:

Management Salary Merit/COLA/Steps	\$13,126
Union Salary Reserve	<u>\$23,000</u>
	\$36,779

- The Operating & Maintenance expense budget reflects a \$12,471 increase from the FY 2014 budget or a 0.8% increase. The indirect costs budget increased by \$17,471 due to expected health insurance cost increases which was offset by a \$5,000 cost decrease in the heating fuel budget.
- Included in the FY 2015 budget package is a section named “Westford Water Long Range Plan Projections” which provides a future look at the water rates through FY 2018. The current LRP indicates that the water rates should be adequate through FY 2018 without any rate increases. These projections include future capital requirements and debt service requirements.

### **Programs & Services:**

Effective, July 1, 1992, Town Meeting voted to establish a Water Enterprise Fund, acknowledging the Water Department as a self-sufficient municipal utility. As an enterprise fund, the Water Department is expected to generate sufficient revenue through user fees and special service fees to cover all costs associated with the operation, maintenance, and repair of the water system.

Water infrastructure needs increased investment if it is to continue to deliver reliable clean water without interruption. In 2009 the Massachusetts Legislature created the Water Infrastructure Finance Commission to assess water infrastructure funding needs and recommend ways to finance these needs. The Commission estimates that collectively the Commonwealth faces a \$10.2 billion gap in resources for drinking water over the next 20 years. Included in this estimate are capital investment, repair and replacement, operations and maintenance, and debt service. Not included are rising energy and employee benefit costs or the costs of evolving regulatory requirements and investments to accommodate economic growth.

The Water Department maintains a comprehensive master plan which addresses the town's growing water infrastructure needs, as well as, long-term water infrastructure improvement and replacement projects. We have strived to sustain operations through maximizing efficiency and minimizing operational costs despite increased regulation, additional treatment requirements, and rising expectations. Current predictions for the department show that no water usage rate increases will be necessary to fund the projects proposed in our 5 year capital plan. These projects include replacing aging infrastructure and installing new water main to provide the additional flow, pressure, and storage needed for system expansion and fire protection. With our sights set on the future, the Water Department is focused on supporting the growth of the town and meeting the increasing demand for safe, reliable water.

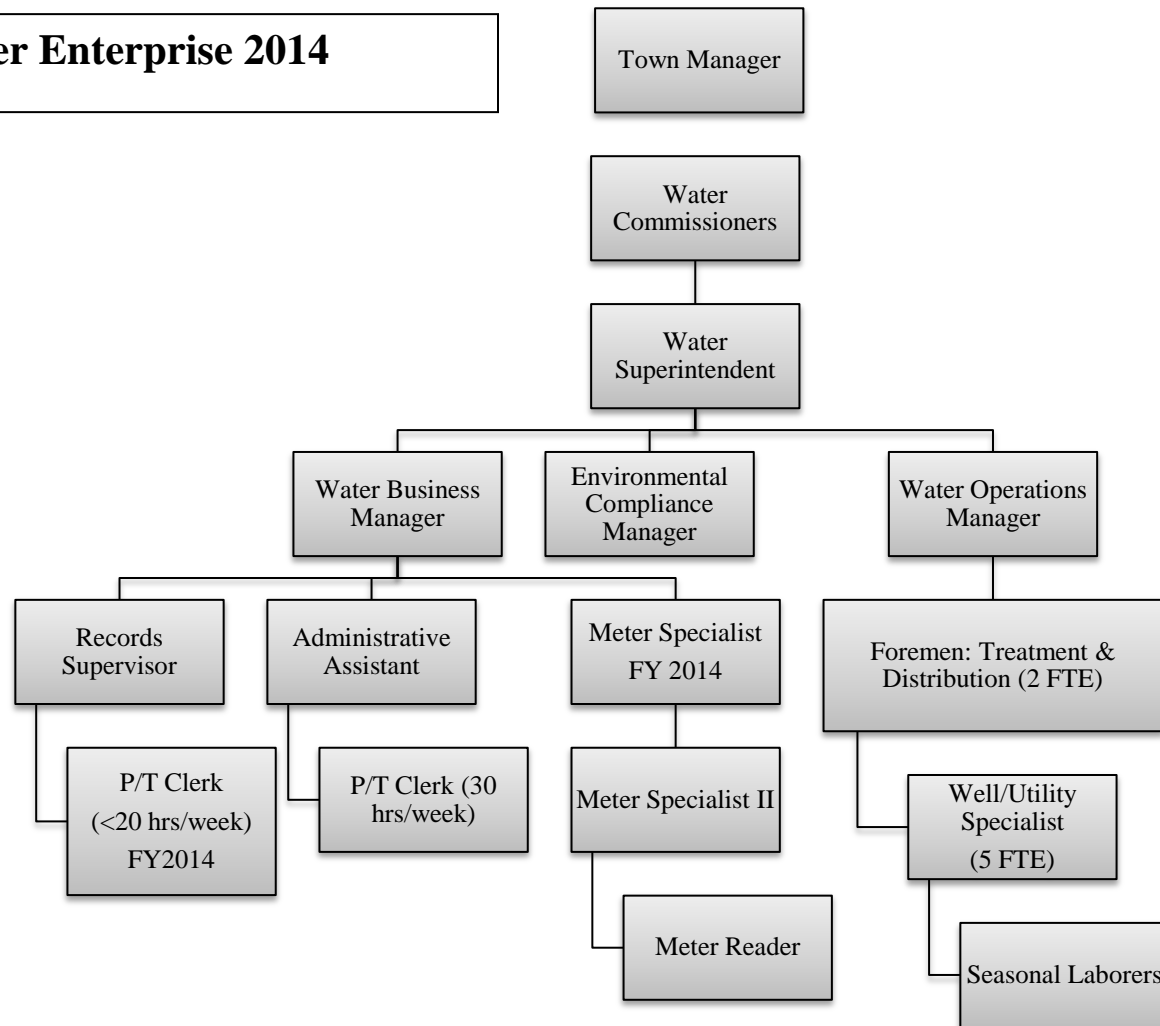
**FREE CASH** for the Water Enterprise are the Water Department's unrestricted available funds that may be used as a funding source for appropriations. Free Cash is generated when actual revenue collections are more than budget estimates, and when expenditures and encumbrances (unpaid bills and orders) are less than the appropriations, or both. Free Cash provides the water enterprise with a certain flexibility in that it is the major source of funding for any supplemental appropriation after the annual budget has been adopted.

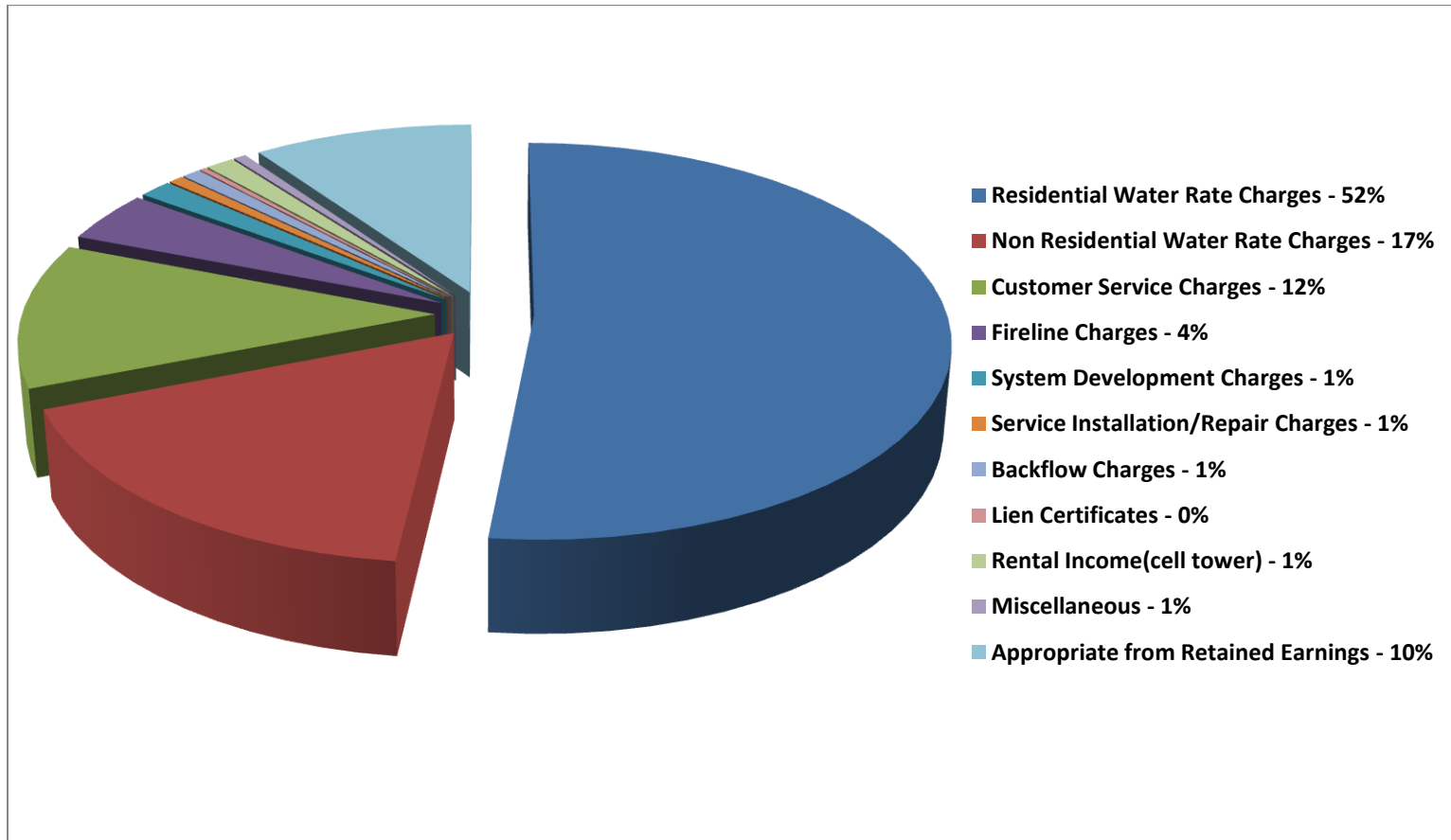
The Westford Water Department's estimated free cash as of July 1, 2013 is \$3,671,933. It is a Standard practice as recommended by the American Water Works Association to maintain a minimum of 25% of the Enterprises annual revenues in **reserve** to provide a financial safety net for possible revenue shortfalls as a result of weather variations and an additional **equipment reserve** of \$500,000 for potential major equipment failures. The minimum safety net for the Westford Water Enterprise in FY 2012 is **\$1,571,154**. The actual available free cash which excludes the safety net reserve is **\$2,100,779**.

The **\$2,100,779** is earmarked for master plan identified capital projects from FY 2014 – FY 2021 and will also be utilized to sustain the user rates at the current level.

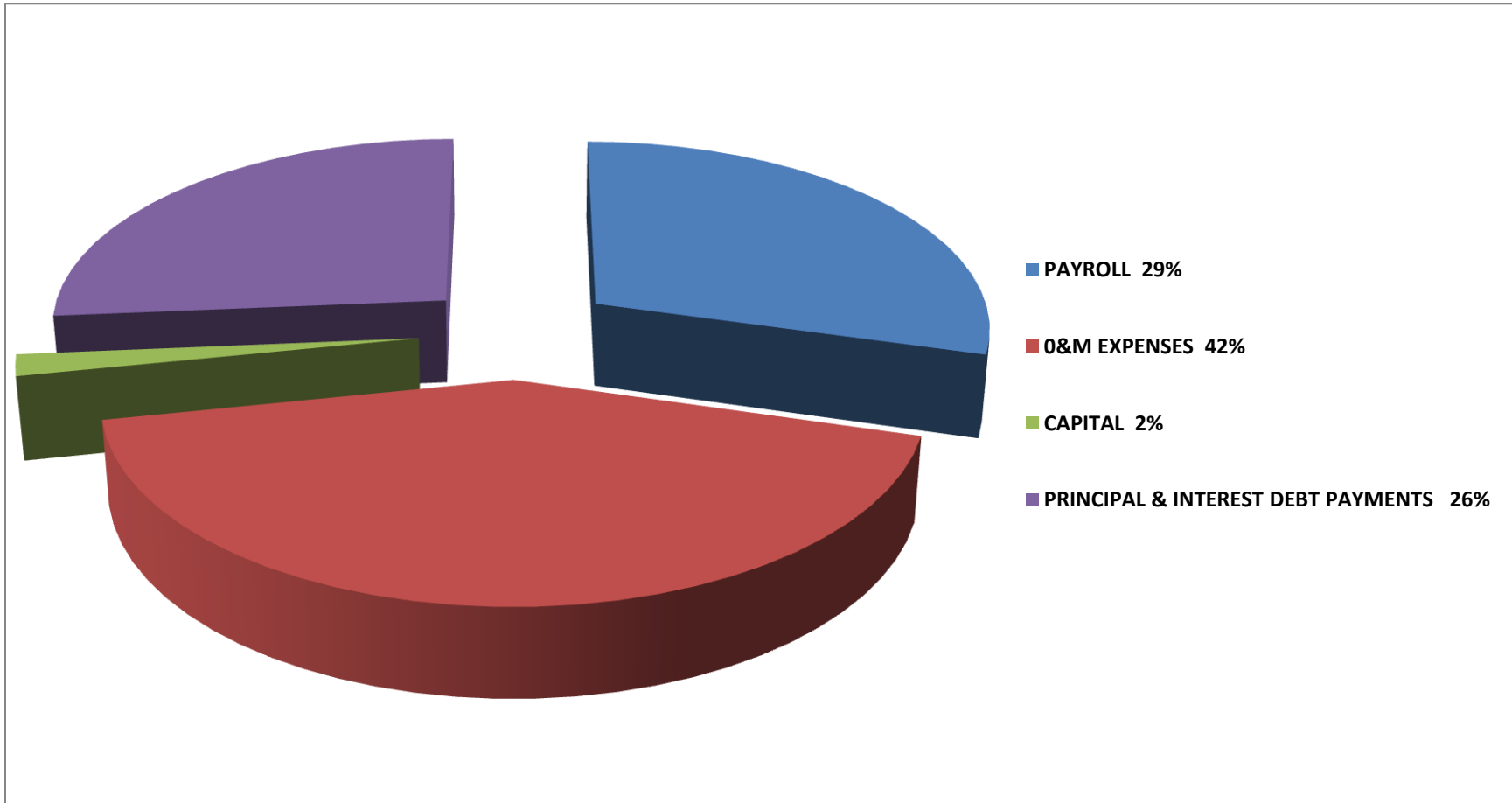
**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Add'l Coverage</b>	<b>Total</b>
Water Commissioner	3.0	NON	-			-
Water Superintendent	1.0	EXEM	92,578.00			92,578.00
Business Manager	1.0	EXEM	80,031.00			80,031.00
Records Supervisor II	1.0	CWA	61,137.00	1,000.00		62,137.00
Administrative Assistant	1.0	CWA	50,342.00	1,000.00		51,342.00
Department Assistant	1.3	CWA	34,280.00			34,280.00
Water Operations Manager	1.0	EXEM	74,774.00			74,774.00
Environmental Compliance Manager	1.0	EXEM	67,402.00			67,402.00
Water Foreman	2.0	CWA	180,905.00	5,000.00		185,905.00
Water Laborer	5.0	CWA	276,034.00	6,250.00		282,284.00
Meter Reader	1.0	NON	20,400.00			20,400.00
Seasonal Staff			10,810.00			10,810.00
Stipends/Licenses			9,600.00			9,600.00
Scheduled Overtime			77,554.00			77,554.00
Overtime - Non Scheduled			66,784.00			66,784.00
Union Salary Reserve			23,000.00			23,000.00
<b>Total Personal Services</b>	<b>18.3</b>		<b>1,125,631.00</b>	<b>13,250.00</b>	<b>-</b>	<b>1,138,881.00</b>

**Water Enterprise 2014**

**Other Metrics:****Fiscal Year 2015 Projected Water Revenue**

## Fiscal Year 2015 Operating Expense Budget



**630 Recreation Enterprise****Mission Statement:**

The mission of the Recreation Enterprise is to enhance the quality of life through enriching experiences that support the Westford Community. The department provides high quality, safe activities and services designed to meet the year round interests of the community. Programs and services are provided in an efficient, cost-effective, affordable, and inclusive manner.

**Goals:**

- To continue to offer year round affordable programs and services for the resident of Westford.
- To seek additional sources of revenue to offset the cost of services provided.

**Description of Changes:**

The Recreation Enterprise is supported through user fees and the general fund with programs that are cost-effective and affordable. The Recreation Enterprise budget includes the salaries of all program staff (15 part time, 150-200 seasonal), a percentage of salaries of Recreation Management and Administration, direct costs of employee benefits (Health, F.I.C.A., Medicare, Retirement), indirect costs of other Town Departments (Town Manager, Accounting, Audit Services, Budget Director, Treasurer/Collector, Human Resources, and Technology), Insurance (Worker's Compensation, Unemployment Compensation, Comprehensive Liability, Excess Umbrella Liability, Public Officials Liability, General Liability), all program related expenses, and expenses for the operation of the Town Farm building.

**Personal Services:** The increase in personal services is due to a 2% COLA for the department head, and an increase in part time staff and shifting of responsibilities to the recreation supervisor/assistant line item.

**Expenses:** The increase in expenses is due to the addition of programs and the related material and supplies. The direct/indirect costs are level funded (FY'14) and will be adjusted in the near future. See 940 Otherwise Unclassified for additional information on direct/indirect costs.



	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	22,348.00	22,129.00	23,074.00	23,074.00	23,651.00	23,651.00	4.27%
ASSISTANT DIRECTOR	70,375.00	70,375.00	70,375.00	70,375.00	70,375.00	70,375.00	0.00%
RECORDS SUPERVISOR	39,341.00	39,082.00	39,082.00	39,082.00	39,231.00	39,082.00	0.00%
RECREATION SUPERVISOR/ASST	414,478.82	419,188.00	569,288.00	569,288.00	598,004.00	614,645.00	35.81%
OTHER RECREATION STAFF	345,357.18	355,777.00	235,038.00	235,038.00	226,831.00	214,658.00	-33.94%
SHARED - LONGEVITY	6,218.00	6,955.00	6,637.00	6,637.00	7,878.00	10,047.00	-4.57%
SHARED COSTS - SEE DEPT. 630		-	-	-	-	-	
ENCUMBRANCES		-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>898,118.00</b>	<b>913,506.00</b>	<b>943,494.00</b>	<b>943,494.00</b>	<b>965,970.00</b>	<b>972,458.00</b>	<b>3.28%</b>
<b>EXPENSES</b>							
ELECTRICITY	1,425.00	1,250.00	1,280.00	1,280.00	1,300.00	1,300.00	2.40%
HEATING FUEL	2,358.00	2,250.00	2,500.00	2,500.00	2,500.00	2,500.00	11.11%
WATER	150.00	200.00	300.00	300.00	325.00	350.00	50.00%
BUILDING MAINTENANCE		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
PRINTING SERVICES	8,500.00	8,500.00	9,500.00	9,500.00	9,500.00	9,500.00	11.76%
SUPPLIES	12,750.28	-	-	-	-	-	
OFFICE SUPPLIES		-	-	-	-	-	
OTHER RECREATION SUPPLIES		-	-	-	-	-	
PROGRAMS AND ACTIVITIES	39,989.25	53,000.00	55,000.00	55,000.00	55,000.00	56,000.00	3.77%
TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
MEETINGS & CONFERENCES		-	250.00	250.00	250.00	250.00	
DUES AND MEMBERSHIPS		-	295.00	295.00	295.00	295.00	
DIRECT/INDIRECT COSTS	176,715.00	236,218.00	246,654.00	246,654.00	246,654.00	246,654.00	4.42%
SHARED COSTS - SEE DEPT. 630		-	-	-	-	-	
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>243,687.53</b>	<b>304,218.00</b>	<b>318,579.00</b>	<b>318,579.00</b>	<b>318,624.00</b>	<b>319,649.00</b>	<b>4.72%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,141,805.53</b>	<b>1,217,724.00</b>	<b>1,262,073.00</b>	<b>1,262,073.00</b>	<b>1,284,594.00</b>	<b>1,292,107.00</b>	<b>3.64%</b>

**Programs & Services:**

The Recreation Enterprise provides a variety of year round indoor and outdoor programs and activities for children, youth, and adults. The department delivers programs that provide cultural, social, mental, and physical elements and to ensure that activities take place in well-maintained parks and facilities. The enterprise is supported through user fees and general fund with programs that are cost-effective and affordable. Please visit our website at <http://www.westfordrec.com/info/default.aspx>.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Director	0.3	EXEM	23,074.00	750.00	23,824.00
Asst. Director	0.9	OPEIU	70,375.00	1,000.00	71,375.00
Records Supervisor	0.8	CWA	39,082.00	750.00	39,832.00
Senior Assistant	0.7	CWA	29,546.00		29,546.00
Rec Supervisor - Union	12.1	OPEIU	379,881.00	3,804.00	383,685.00
Rec Supervisor - Non Union	3.2	NON	159,863.00	333.00	160,196.00
Other Recreation Staff		NON	235,038.00		235,038.00
Overtime					-
<b>Total Personal Services</b>	<b>18.0</b>		<b>936,859.00</b>	<b>6,637.00</b>	<b>943,496.00</b>

For organizational chart of Parks, Recreation, and Cemetery Department see budget 630 Recreation.

**Other Metrics:**

Please visit the Westford Recreation's website at <http://www.westfordrec.com/info/default.aspx> for further information regarding programs offered.

**640 Ambulance Enterprise****Mission Statement:**

Westford Ambulance Service is committed to preventing of loss of life resulting from injuries, medical emergencies and disasters. We are committed to providing the highest quality of both pre-hospital emergent and non-emergent medical care to individuals who seek our services. Our sense of purpose is reflected in time sensitive, medically sound, respectful, and compassionate delivery of professional medical care.

**Goals:**

- To install the new Fusion software in the ambulances to help increase service, efficiency and revenues.
- To work with the emergency medical doctor and senior paramedics to assess training needs to keep skills proficient and to train responders on new equipment and procedures.

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>PERSONAL SERVICES</b>							
FIREFIGHTERS	423,489.26	452,139.00	450,758.00	450,758.00	458,009.00	461,961.00	-0.31%
CALL EMTS	829.24	5,100.00	3,100.00	3,100.00	3,100.00	3,100.00	-39.22%
OVERTIME	70,236.79	82,429.00	82,429.00	82,429.00	82,429.00	82,429.00	0.00%
HOLIDAY OVERTIME	5,897.11	8,224.00	8,224.00	8,224.00	8,224.00	8,224.00	0.00%
TRAINING	1,886.67	8,364.00	8,364.00	8,364.00	8,364.00	8,364.00	0.00%
EDUCATION INCENTIVE PAY	16,624.11	21,781.00	24,506.00	24,506.00	24,693.00	24,787.00	12.51%
EDUCATION PAY - PARAMEDIC	1,000.00	-	-	-	-	-	
EMT STIPENDS	50,468.91	58,689.00	55,557.00	55,557.00	56,065.00	56,341.00	-5.34%
HOLIDAY PAY	17,820.16	19,056.00	18,998.00	18,998.00	19,230.00	19,470.00	-0.30%
LONGEVITY	2,250.00	3,000.00	2,750.00	2,750.00	3,250.00	3,750.00	-8.33%
<b>CATEGORY TOTAL</b>	<b>590,502.25</b>	<b>658,782.00</b>	<b>654,686.00</b>	<b>654,686.00</b>	<b>663,364.00</b>	<b>668,426.00</b>	<b>-0.62%</b>

	FISCAL 2013 ACTUAL	FISCAL 2014 BUDGET	FISCAL 2015 REQUEST	FISCAL 2015 TMR	FISCAL 2016 PROJECTED	FISCAL 2017 PROJECTED	FISCAL 2015 % INC/DEC
<b>EXPENSES</b>							
UNIFORM ALLOWANCE	10,244.63	8,150.00	8,450.00	8,450.00	8,450.00	8,450.00	3.68%
ELECTRICITY	4,510.81	6,956.00	7,913.00	7,913.00	7,913.00	7,913.00	13.76%
NATURAL GAS	2,211.86	2,143.00	3,608.00	3,608.00	3,698.00	3,698.00	68.36%
WATER	232.09	900.00	900.00	600.00	900.00	900.00	-33.33%
BUILDING MAINTENANCE	3,906.80	2,500.00	3,500.00	3,500.00	3,588.00	3,678.00	40.00%
VEHICLE MAINTENANCE	2,699.08	6,720.00	6,720.00	6,720.00	6,888.00	7,060.00	0.00%
EQUIPMENT MAINTENANCE	2,600.75	3,200.00	3,200.00	3,200.00	3,280.00	3,362.00	0.00%
COMMUNICATION EQUIPMENT M	384.00	300.00	300.00	300.00	300.00	300.00	0.00%
LAUNDRY SERVICES	46.87	300.00	300.00	200.00	300.00	300.00	-33.33%
TRAINING & DEVELOPMENT	1,979.55	2,000.00	2,000.00	2,000.00	2,050.00	2,100.00	0.00%
CONTRACTED SERVICES	47,570.62	44,000.00	51,000.00	51,000.00	51,000.00	52,000.00	15.91%
EDUCATION - IN-STATE		-	-	-	-	-	
POSTAGE	38.56	150.00	150.00	150.00	150.00	150.00	0.00%
ADVERTISING - GENERAL	145.44	105.00	105.00	105.00	105.00	105.00	0.00%
PRINTING SERVICES	-	440.00	440.00	440.00	440.00	440.00	0.00%
GASOLINE	14,741.24	14,510.00	18,116.00	18,116.00	18,339.00	18,797.00	24.85%
OFFICE SUPPLIES	206.73	200.00	200.00	200.00	200.00	200.00	0.00%
CUSTODIAL/CLEANING SUPPLIES	86.30	300.00	300.00	300.00	300.00	300.00	0.00%
VEHICULAR PARTS & ACCESSOR	5,250.09	7,000.00	7,000.00	7,000.00	7,175.00	7,354.00	0.00%
VEHICULAR TIRES & TUBES	150.00	2,000.00	5,478.00	5,478.00	5,500.00	5,500.00	173.90%
HEALTH / MEDICAL SUPPLIES	46,061.10	50,000.00	50,000.00	50,000.00	51,250.00	52,531.00	0.00%
OXYGEN	1,667.50	2,000.00	2,000.00	2,000.00	2,050.00	2,100.00	0.00%
HEALTH EQUIPMENT	13,068.75	-	-	-	-	-	
MEETINGS & CONFERENCES	-	-	1,155.00	1,155.00	1,184.00	1,213.00	
DUES & MEMBERSHIPS	1,500.00	1,000.00	1,000.00	1,000.00	1,025.00	1,050.00	0.00%
SPECIAL DEPT EXPENSES		-	-	-	-	-	
DIRECT/INDIRECT COSTS	169,446.00	239,785.00	303,902.00	303,902.00	303,902.00	303,902.00	26.74%
ENCUMBRANCES	1,204.63	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>329,953.40</b>	<b>394,659.00</b>	<b>477,737.00</b>	<b>477,337.00</b>	<b>479,987.00</b>	<b>483,403.00</b>	<b>20.95%</b>
<b>DEPARTMENT TOTAL</b>	<b>920,455.65</b>	<b>1,053,441.00</b>	<b>1,132,423.00</b>	<b>1,132,023.00</b>	<b>1,143,351.00</b>	<b>1,151,829.00</b>	<b>7.46%</b>

**Description of Changes:**

- Ambulance Education Stipends +12.51% - This line item is increasing due to additional Officer, Inspector and Instructor certificates, and educational credits.
- Gasoline +24.85% - This reflects a more realistic projection of fuel costs.

**Programs & Services:**

Around-the-clock ALS (advanced life support) care is now available to town. ALS provides an advanced level of care as compared to BLS (basic life support). ALS provides IV drug administration, cardiac monitoring and advanced airways.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	EMT / Paramedic Stipend	Education	Holiday Pay	Total
Paramedic	9.0	IAFF	450,758.00	2,750.00	55,557.00	24,506.00	18,998.00	552,569.00
Call EMTs			3,100.00					3,100.00
Holiday Overtime			8,224.00					8,224.00
Overtime			82,429.00					82,429.00
Training Wages			8,364.00					8,364.00
<b>Total Personal Services</b>	<b>9.0</b>		<b>552,875.00</b>	<b>2,750.00</b>	<b>55,557.00</b>	<b>24,506.00</b>	<b>18,998.00</b>	<b>654,686.00</b>

**Other Metrics:** There were 1,013 total billable calls in FY2013 with a Net Billing (Gross Billing minus required deductions, i.e. Medicare) of \$835,001 and total collections of \$692,045. Medicare patients represented the largest billing group at 28% of Gross Billing but also accounted for 46% of mandatory deductions.

There were 550 billable ALS calls in FY2013 vs. 423 BLS calls. The average ALS billable amount was \$1,750 vs. BLS of \$1,463.

\$22,617 of ambulance billing was written off as Bad Debts in FY2013. A percentage of the amount written off was sent to a collection agency.